

**Town of
Reading
Massachusetts**



ANNUAL REPORT

2003



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**Town of Reading
16 Lowell Street
Reading, MA 01867-2685**

FAX: (781) 942-9071
Email: townmanager@ci.reading.ma.us

TOWN MANAGER
(781) 942-9043

June, 2004

TO: Residents of the Town of Reading

Dear Resident:

The following Annual Report for the Town of Reading for calendar year 2003 details the significant progress made during the year on a number of issues.

For those who have need for this detailed information, we hope this information will be complete and valuable for you. It also provides a good historical record of what has happened in the Town of Reading in calendar year 2003.

The year 2003 was a good year in Reading. Approval of school projects and easing of financial constraints by the passage of a Proposition 2 ½ override has helped.

Any questions or comments that you may have with regard to this report, or to the provision of the services within the community are very much appreciated.

Sincerely,

Peter I. Hechenbleikner
Town Manager

PIH:lm

FINANCE AND ACCOUNTING DEPARTMENT

Accounting

The Accounting Department is responsible for ensuring that all financial transactions of the Town are in compliance with legal requirements, and are properly recorded on a timely basis. Additionally, the Accounting Department maintains all financial records of the Town in order to develop all of the financial reports and schedules that are required to provide meaningful and accurate information for decision making.

The Town used the auditing firm of Melanson & Heath for the first time in FY 2003. The Audit Committee decided to make a change in auditors since KPMG Peat Marwick had served in that capacity for many years.

Assessment

Assessment of property is the first step in the process of tax revenue collection for the Town of Reading. The Assessment Division's function is to provide for the fair and equitable assessment of all taxable real and personal property. The Assessors trend the values each year so that the official revaluations done every three years won't have such dramatic changes. The Assessors must annually determine the tax levy and obtain State approval of the tax rate so that the bills can be issued in a timely manner.

Fiscal 2004 was not an official revaluation year but trending was done. The tax rate for Fiscal 2004 was set at \$12.23 per thousand, an increase of \$.74 per thousand over the Fiscal 2003 rate of \$11.49 per thousand. The total assessed value of all of the 8,500+ properties for Fiscal 2004 is \$3,119,970,010. The tax rate went up because of a 4.5 million dollar operating override of Proposition 2½ which was approved by the voters on April 8, 2003. The average house in Reading is now valued at \$391,400, an increase of \$36,400 over the FY 2003 average house. The breakdown of Reading property is as follows:

Residential	\$ 2,923,687,400	93.7088 %
Commercial	155,560,000	4.9860 %
Industrial	23,166,300	.7425 %
Personal	17,556,310	.5627 %

Since the Town's residential property is over 93% of the value, the Board of Assessors again recommended and the Board of Selectmen concurred that it is wise to keep the tax rate the same for all classes of property. Shifting of the tax burden to commercial properties would be a large burden to the businesses, with little tax relief for individual property owners. At the classification hearing, the Board of Selectmen also decided not to shift the tax burden within the residential class to non-residential owners, or to adopt a small commercial property exemption.

Collection of Taxes

In Fiscal 2003, the Town Collection Office reduced the total of deferred, lien and delinquent taxes by \$10,000 to \$683,000. Deferred taxes accounted for 18% of the total and will be collected upon the sale of the property. Only 2.09% of the tax levy was outstanding which is a drop from 2.20% in Fiscal 2002.

Lien Certificate activity increased again in Fiscal 2003 as interest rates continued downward, resulting in more refinancings of mortgages. Approximately 3,100 certificates were processed which netted \$78,902 to the general fund. Excise tax collections were \$2,669,966, an increase of \$168,640 over Fiscal Year 2002. The non-renewal of licenses and registrations at the State Registry of Motor Vehicles when excise taxes are delinquent is a very effective tool in excise collections.

Technology

The Technology Division serves all Town Departments, including those at Town Hall, School, Library, Fire, Police and the Senior Center. The Town's web page has been updated with current information such as the values of Town properties. The address for those who would like to access it is: <http://www.ci.reading.ma.us>

Human Resources

The Finance Department includes the Human Resources Division for the Town under the direction of the Town Manager, and for the School Department under the direction of the School Superintendent. Retiree and Light Department issues are also handled.

Employee benefits administered through the Division consist of health insurance, deferred compensation, cafeteria benefits, disability insurance, sick leave bank, Workers' Compensation, the Employee Assistance Program and personal leave. Workers' Compensation and Health Insurance are premium based programs through the Massachusetts Inter-Local Insurance Association. Blue Cross/Blue Shield products offered to Town employees and retirees experienced a 10% increase in rates on March 1, 2002 and a 7.2% increase on March 1, 2003.

Treasurer

Interest earnings rates for interest bearing accounts ranged from .71% to 1.73% for the Fiscal Year 2003. Total investment income on the general fund was \$273,475.

In January, 2004, the Town borrowed \$15,000,000 in temporary borrowing in the form of one year Bond Anticipation Notes (BANS). The rate was 2.25%, with a premium of \$159,600. \$10,900,000 of the issue was for the new elementary school, \$1,015,500 for Barrows school, \$117,500 for Marion Woods conservation land, \$150,000 for schematic drawings for the High School, \$650,000 for the building of the High School, \$1,000,000 for the Water Treatment Plant, \$487,500 for water mains at Birch Meadow, and \$680,000 for water mains on Summer Avenue.

The \$150,000 for the High School plans, \$2,500,000 of the new elementary school borrowing, and the \$650,000 for the building of the High School were exempted from the limits of Proposition 2½. Moody's retained their rating of A1 and Standard & Poor's rating services maintained the Town's rating at AA. In both cases, the rating services noted the Town's improving financial picture.

The Town also sold \$35,000,000 in 20 year bonds for the Reading Memorial High School. The interest rate was 4.2245% with a premium of \$304,123.10. The debt service on the bonds is exempt from the limits of Proposition 2½.

Trust Funds

The Town's Trust Fund Commissioners continued to administer the Reading Response Program, which provides skilled health care services, respite care, medical transportation and Lifeline emergency call systems to Reading citizens who meet specific health and income guidelines.

A total of \$151,668 was dispersed from the Hospital Trust Funds in FY 2003 to aid Reading's citizens. The investment income earned on the hospital trusts was \$187,517. A contribution of \$25,000 was received.

Disbursements from the Library Trust Funds amounted to \$20,556 in FY 2003 for items voted by the Library Trustees for Library purposes. Scholarships and awards to students from the income of Scholarship Trusts were in the amount of \$8,775. Cemetery bequests were \$80,160 in FY 2003 with \$109,730 transferred to the Town for cemetery upkeep. The Cemetery Trust Funds earned \$134,654 in investment income.

The Trust Fund Commissioners, by law, may invest trust funds in stocks and bonds as well as money market funds. Through the Commissioners' expertise and good judgment, the total portfolio earned \$367,670 or an average of approximately 5% on a cash basis.

Respectfully submitted,

Beth Klepeis, Finance Director
Richard Foley, Accountant

Town of Reading, Massachusetts
Combining Statement of Revenues, Expenditures and Changes in Fund Balance
Trust Funds
Year ended June 30, 2003

	Balance July 1, 2002		Receipts		Disbursements		Balance June 30, 2003		
	Non- expendable \$	Expendable \$	Bequests and Contributions \$	Investment Income \$	Other \$	Expenditures \$	Transfers Out \$	Non- expendable \$	Expendable \$
Cemetery funds:									
Charles Lawn	334,009	149,974	14,820	25,263	—	20,110	—	348,829	155,127
Forest Glen	608,034	527,918	2,700	58,209	—	49,401	—	610,734	536,726
Laurel Hill	287,310	412,697	—	35,847	—	28,577	—	287,310	419,967
Wood End	235,280	16,306	62,640	15,335	—	11,642	—	297,920	19,999
Total cemetery funds	1,464,633	1,106,895	80,160	134,654	—	109,730	—	1,544,793	1,131,819
Hospital funds:									
Stephen Foster	3,872	64,370	—	3,532	—	—	—	3,872	67,902
Anne S. Grouard	75,000	1,744,143	12,500	92,167	—	81,300	—	75,000	1,767,510
Gilman L. Parker	35,000	1,769,207	12,500	91,818	—	70,368	—	35,000	1,803,157
Total hospital funds	113,872	3,577,720	25,000	187,517	—	151,668	—	113,872	3,638,569
Library funds:									
Appleton / Mansfield	11,000	3,058	—	658	—	3,219	—	11,000	497
Edward Appleton	5,000	19,379	—	1,023	—	16,665	—	5,000	3,737
R / M Babcock	3,598	1,324	—	254	—	—	—	3,598	1,578
Stephen Foster	12,000	7,606	—	1,015	—	—	—	12,000	8,621
Helen Symonds	—	183	—	6	—	189	—	—	—
Charles Torrey	1,000	3,865	—	252	—	—	—	1,000	4,117
Donald Tuttle	500	1,742	—	116	—	—	—	500	1,858
James and Freda Rawstron	1,613	657	—	117	—	—	—	1,613	774
Elaine and George Long	5,000	518	—	285	—	—	—	5,000	803
Barbara Hewitt	8,952	2,618	—	599	—	—	—	8,952	3,217
Roderick McKay	—	429	—	15	—	444	—	—	—
Bruce Morang	—	38	—	1	—	39	—	—	—
Total library funds	48,663	41,417	—	4,341	—	20,556	—	48,663	25,202
Scholarship funds:									
James E. Biller	—	7,481	—	355	—	2,000	—	—	5,836
Kenneth Brown	1,000	4,498	—	284	—	25	—	1,000	4,757
Nathaniel Hill	1,500	387	—	94	—	200	—	1,500	281
No. Residents Association	11,370	1,178	—	604	—	1,200	—	11,370	582

6.

**TOWN OF READING
REPORT OF THE COLLECTOR**

12 MONTHS ENDING JUNE 30, 2003

2003 REAL ESTATE

Committed 2002	32,660,480.36	
Refunds	141,613.87	
Interest and Costs Collected	43,716.78	
Abatements and Exemptions		182,536.70
Paid to Treasurer		32,290,031.55
Subsequent Tax Title		115,560.45
Deferred Taxes		16,246.54
Uncollected June 30, 2002		241,435.77
	<u>32,845,811.01</u>	<u>32,845,811.01</u>

2002 REAL ESTATE

Balance June 30,2002	221,212.57	
Refunds	117,572.27	
Interest and Costs Collected	35,278.55	
Abatements		276.62
Paid to Treasurer		355,006.81
Uncollected June 30, 2002		18,780.16
	<u>374,063.39</u>	<u>374,063.59</u>

2003 PERSONAL PROPERTY

Committed 2002	171,960.98	
Refunds	53.71	
Interest and Costs Collected	454.62	
Abatements		203.14
Paid to Treasurer		167,112.99
Uncollected June 30, 2002		5,153.18
	<u>172,469.31</u>	<u>172,469.31</u>

2002 PERSONAL PROPERTY

Balance June 30, 2002	4,822.22	
Refunds		
Interest and Costs Collected	56.99	
Abatements		
Paid to Treasurer		361.79
Uncollected June 30, 2002		4,517.42
	<u>4,879.21</u>	<u>4,879.21</u>

2003 MOTOR VEHICLE EXCISE

Committed 2003	2,558,015.23	
Refunds	15,122.32	
Interest and Costs Collected	10,356.81	
Abatements		92,794.17
Paid to Treasurer		2,384,329.96
Uncollected June 30, 2002		106,370.23
	<u>2,583,494.36</u>	<u>2,583,494.36</u>

2002 MOTOR VEHICLE EXCISE

Balance June 30, 2002	91,175.14	
Committed 2002-2003	455,657.75	
Refunds	35,037.32	
Interest and Costs Collected	8,799.98	
Abatements		58,569.43
Paid to Treasurer		495,699.00
Uncollected June 30, 2002		36,401.76
	<u>590,670.19</u>	<u>590,670.19</u>

2001 MOTOR VEHICLE EXCISE

Balance June 30, 2002	35,377.11	
Committed 2002-2003	32,204.02	
Refunds	18,294.40	
Interest and Costs Collected	6,322.31	
Abatements		23,621.40
Paid to Treasurer		51,234.14
Uncollected June 30, 2002		17,342.30
	<u>92,197.84</u>	<u>92,197.84</u>

OLD EXCISE PRIOR TO 2001

Old Excise	3,727.95	
Paid to Treasurer		3,727.95
	<u>3,727.95</u>	<u>3,727.95</u>

WATER CHARGES

Balance June 30, 2002	212,345.16	
Committed 2002-2003	3,378,132.83	
Charges	200.00	
Refunds	1,426.22	
Abatements		13,217.12
Paid to Treasurer		2,675,255.73
Discount for Timely Payments		248,916.60
Added to 2003 Taxes		87,596.80
Uncollected June 30, 2003		567,117.96
	<u>3,592,104.21</u>	<u>3,592,104.21</u>

SEWER CHARGES

Balance June 30, 2002	283,826.67	
Committed 2002-2003	4,609,915.79	
Refunds	12,453.35	
Abatements		31,468.15
Paid to Treasurer		3,646,187.31
Discount for Timely Payments		339,900.67
Added to 2003 Taxes		113,878.92
Uncollected June 30, 2003		774,760.76
	<u>4,906,195.81</u>	<u>4,906,195.81</u>

**ADDITIONAL WATER CHARGES
(SPMS, SPCS-SPRINKLERS)**

Balance June 30, 2002	1,224.91	
Committed 2002-2003	34,076.67	
Refunds		
Paid to Treasurer		34,141.04
Added to 2003 Taxes		812.02
Uncollected June 30, 2003		348.52
	<u>35,301.58</u>	<u>35,301.58</u>

PERMITS

Permits Issued

Building	223,830.85
Electric	36,271.00
Gas	6,730.00
Plumbing	13,524.00
School	112,100.80

Paid to Treasurer

		392,456.65
	<u>392,456.65</u>	<u>392,456.65</u>

CERTIFICATES OF MUNICIPAL LIENS

Certificates

78,902.00

Paid to Treasurer

		78,902.00
	<u>78,902.00</u>	<u>78,902.00</u>

BETTERMENTS ADDED TO TAXES

Committed 2003

13,685.28

Paid to Treasurer

		13,685.28
	<u>13,685.28</u>	<u>13,685.28</u>

TOWN OF READING
REAL ESTATE ABATEMENTS
FOR PERIOD 01/01/2003 TO 12/31/2003

55	5	BARTLETT DONALD II	AVALON RD	199.93	07May2003
88	7	BOND RUSSELL D	PROSPECT ST	313.68	30Apr2003
92	6	BOSTON GAS COMPANY	JOHN ST	2,480.69	23Apr2003
152	6	CARCEO RICHARD T	CARNATION CIR	57.45	16Apr2003
164	6	CASEY JOHN F	SUMMER AVE	143.63	09Apr2003
341	4	ELLIS KEITH W TRUSTEE	WHITEHALL LN	119.50	02Apr2003
380	5	FLYNN KEVIN M	WOBURN ST	596.33	30Apr2003
398	6	FURRIER JOHN A	FRANKLIN ST	145.92	07May2003
405	5	GANGE PAUL	GREY COACH RD	7,939.59	27Feb2003
414	5	GENTILE ANTHONY J	PLEASANT ST	193.03	27Feb2003
463	7	H B DEVELOPMENT CORP	GROVE ST	985.84	07May2003
479	3	HARDY ANN M	BALDWIN LN	571.05	07May2003
547	5	JOHN HANSON CORP	WEST ST	889.33	07May2003
624	5	LECCESE CONSTANCE E	HEATHER DR	375.72	30Apr2003
660	7	LYNCH NANCY T	SPRUCE RD	304.49	05Mar2003
681	4	MALLETTE JOHN B	WHITEHALL LN	183.84	27Feb2003
686	7	MARCHESI EDWARD F	HAVERHILL ST	457.30	30Apr2003
688	3	MARCY HENRY O IV	SUMMER AVE	155.12	30Apr2003
778	7	MOULTON LLOYD D	LOUANIS DR	213.71	07May2003
862	3	PERRY ALFRED L	SPRING ST	132.14	13Mar2003
887	1	PRESIDENTIAL DEVELOPMENT	SUNSET ROCK LN	210.27	07May2003
916	7	RESTUCCIA LAWRENCE J	VICTORIA AVE	75.83	23Apr2003
946	7	ROVNAK KATHY	SUNNYSIDE AVE	139.03	07May2003
975	2	SCHELLENBACH RICHARD R	WHITEHALL LN	182.69	07May2003
997	7	SHERMAN PATRICIA B	PRESCOTT ST	198.78	07May2003
1,011	1	SMALL CHESTER E ETAL TRS	SOUTH ST	165.46	20Feb2003
1,012	3	SMITH BRENDA E	BANCROFT AVE	62.05	09Apr2003
1,028	4	ST AGNES CHURCH	WOBURN ST	15,038.11	15Jan2003
417	5	STRATHMEYER CARL R	PIERCE ST	379.17	07May2003
1,159	1	WISEMAN GEORGE A	OAK ST	950.22	27Feb2003
1,168	7	YING LAW SIU	MAIN ST	3,514.79	14May2003
1,180	6	ZOPATTI MONTE J	ASH ST	28.73	20Feb2003

2003 ABATEMENTS: 32

AMOUNT: 37,403.42

TOWN OF READING, MASSACHUSETTS


Annual Financial Statements

For the Year Ended June 30, 2003

TOWN OF READING, MASSACHUSETTS

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 MH&Co

MELANSON HEATH & COMPANY, PC

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INDEPENDENT AUDITORS' REPORT

To the Board of Selectmen
Town of Reading, Massachusetts

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Reading, Massachusetts, as of and for the year ended June 30, 2003, which collectively comprise the Town's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Town of Reading's management. Our responsibility is to express an opinion on these financial statements based on our audit. We did not audit the financial statements of the Electric Enterprise Fund, a major enterprise fund, which also represents 79% and 86% of the assets and revenues, respectively of the business-type activities. Those financial statements were audited by other auditors whose report thereon has been furnished to us, and our opinion, insofar as it relates to the Electric Enterprise Fund and its effects on the business-type activities, is based on the report of the other auditors.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, based on our audit and the report of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Reading, as of June 30, 2003, and the respective changes in financial position and cash flows, where applicable, thereof for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Additional Offices:
Nashua, NH • Greenfield, MA • Ellsworth, ME

The management's discussion and analysis, appearing on the following pages, and the supplementary information, on pages 38 through 41, are not a required part of the basic financial statements but are supplementary information required by the *Governmental Accounting Standards Board*. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town of Reading's basic financial statements. The combining financial statements listed in the accompanying table of contents are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

In accordance with *Government Auditing Standards*, we have also issued a report dated September 11, 2003 on our consideration of the Town's internal control over financial reporting and our tests of its compliance with laws, regulations, contracts and grants. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

Melanson, Heath + Company P.C.

Andover, Massachusetts
September 11, 2003

Town of Reading, Massachusetts
Management's Discussion and Analysis
Required Supplementary Information
For the Fiscal Year Ended June 30, 2003

The Town of Reading (Town) is located about 12 miles northwest of Boston. The Town occupies a land area of 9.85 square miles and, based on the 2000 Federal Census, has a population of 23,708. Wealth values and housing values exceed those of the Commonwealth of Massachusetts by a significant margin. The Town is predominantly a bedroom community, with 93.1% of its assessed value derived from residential property.

An initiative state statute, commonly known as "Proposition 2 ½", limits the amount of property taxes that the Town can assess in any year. In general, the Town's property tax levy may increase by 2 ½ percent over the prior year's tax levy, plus any additional amount derived by new development or other changes made to existing property. If a community wishes to levy taxes above the limitations imposed by "Proposition 2 ½", it is necessary to obtain the approval of a majority of the voters at an election.

Property taxes represented 61.9% of the resources available to fund the fiscal year 2003 general fund budget. In addition to property taxes, state aid plays a significant role in funding the Town's operating budget. State aid represented 23.4% of the resources available to fund the fiscal year 2003 general fund budget. The services funded within the Town's operating budget include education in grades K-12, police and fire protection, solid waste collection and disposal, street maintenance and library services. The Town also provides water, sewer and electric services as self-supported enterprise funds.

General Fund Budgetary Highlights

In the two previous fiscal years, the Town requested that the voters allow the Town to raise property taxes above the statutory limitation ("Proposition 2½"). In each year the voters rejected the proposal. In spite of a retrenchment in state aid, a decrease in projected investment income and a substantial increase in health insurance premiums, the Town did not ask the voters to override the property taxes limitation in order to balance the fiscal year 2003 budget.

The legislative body of the Town is a representative Town Meeting consisting of one hundred and ninety two members elected to represent eight precincts. Town Meeting's function is to deliberate and act on budgetary matters. The budget adopted by Town Meeting in April 2002 was based upon certain revenue projections. The revenue projections were revised after the enactment of the Commonwealth of Massachusetts' budget in August 2002. On October 7, 2002 Town Meeting voted to increase the debt service budget by \$154,204 and used \$181,192 of unreserved fund balance ("Certified Free Cash") to balance the fiscal year 2003 budget.

In January 2003 the Town was notified that its allocation of aid from the state for fiscal year 2003 would be reduced by \$371,351. In order to help mitigate this loss in revenue, Town Meeting authorized the closing of the worker compensation fiduciary fund to the general fund at the end of the fiscal year. At year-end, \$116,527 was closed to the general fund. The workers' compensation fund was used to pay claims under the Town's previous self-insured program. As the Town is currently fully insured for workers' compensation, the worker compensation fiduciary fund is no longer needed.

In May 2003, Town Meeting funded various budget deficits, including a \$325,000 overrun in the snow and ice control budget. These deficits were offset through reductions in existing appropriations and the use of \$135,723 of unreserved fund balance ("Certified Free Cash").

The operating budget, as amended, anticipated using \$1,008,564 from surpluses accumulated in prior years (fund balance allocation). During the year, however, revenues on a cash basis exceeded budgetary estimates by \$506,848 and charges to appropriations were less than budgetary estimates by \$615,237, thus eliminating the need to draw on existing reserves.

Sale and Redevelopment of Landfill Site

On March 7, 2003 the Town sold its landfill site to Dickinson Development Corporation (Dickinson) of Quincy, Massachusetts for \$3,000,000. In conjunction with Dickinson's development of the property, the Town was awarded

an economic development grant from the Commonwealth of Massachusetts for \$1,800,000. This grant will provide funding for roadway, sidewalk, curb, drainage and traffic control improvements near the property.

Under the agreement, Dickinson will assume the financial responsibility for the closure of the landfill in coordination with its development of the property. However, in accordance with an Administrative Consent Order agreement between the Town, Dickinson and the Massachusetts Department of Environmental Protection the Town retains contingent liability for the closure of the landfill. Compliant with the Administrative Consent Order, the Town established an enterprise fund with the proceeds from the sale of the property to ensure funding for the closure of the property. Subject to the Massachusetts Department of Environmental Protection approval, the proceeds from the sale of the property will be transferred to the Town's sale of real estate fund as Dickinson reaches certain benchmarks.

The Administrative Consent Order also requires Dickinson to make an annual contribution of \$37,000 for the costs incurred to monitor and maintain the landfill site.

Renovation of High School

On January 13, 2003 Town Meeting approved \$54,305,000 to provide funding for a complete renovation of the 1970 areas of the Reading Memorial High School and for the replacement of the 1953 areas of the High School complex. This vote was contingent upon the approval of a debt exclusion under the Proposition 2 ½ law. On February 25, 2003 the voters approved the debt exclusion by a vote of 4,802 to 2,894. The approval of a debt exclusion allows the Town to exclude the annual debt service payment for this project from the property tax levy limitations.

Overview of the Financial Statements

The Governmental Accounting Standards Board (GASB) establishes accounting principles for state and local governments. The Town's financial statements for the year ended June 30, 2003 are prepared and presented using the guidelines established by the GASB.

The electric enterprise fund is governed by the elected Reading Municipal Light Board and has issued a separate financial report dated December 31, 2002. As the Reading Municipal Light Department is legally a part of the Town, its financial statements have been incorporated with the financial data of the Town and presented in this report. Although legally separate from the Town, the Reading Contributory Retirement Board (Retirement Board) has a significant relationship with the Town and is included in the Town's financial statements.

The Town's financial statements consist of the following four sections:

- **Management's Discussion and Analysis** – An introduction to the basic financial statements that is intended to be an easily read analysis of the Town's financial activities based on currently known facts, decisions or conditions.
- **Basic Financial Statements** – This section of the report includes government-wide financial statements, fund financial statements and notes to the financial statements. The government-wide financial statements present the financial position and activities of the Town as a whole using accounting methods similar to those used by private-sector companies. The fund financial statements present financial information on specific activities of the Town. Funds are classified as major and nonmajor funds. The general fund and the electric enterprise fund are major funds and are reported separately in the fund statements. Nonmajor funds are reported in the aggregate in a separate column. The notes to the financial statements provide additional disclosures to the information presented in the financial statements.
- **Required Supplementary Information** – This section of the report includes financial information that is not part of the basic financial statements but is required by accounting principles generally accepted in the United States of America (GAAP). It includes a budgetary comparison schedule for the general fund and schedules related to the funding progress of the Retirement Board.
- **Combining Financial Statements** – This section of the report is not required by GAAP but is presented as supplementary information. Nonmajor governmental funds are presented in more detail and the water and sewer enterprise funds are displayed individually.

Government-wide Financial Statements

The government-wide financial statements are designed to provide readers with a broad overview of the Town's finances. These statements include all assets and liabilities of the Town, with the exception of assets that cannot be used to fund the Town's programs. The financial effect of transactions and events are recognized when they occur (accrual basis of accounting), regardless of when cash is received or paid. There are two government-wide financial statements:

- **Statement of Net Assets** – The statement on page 11 presents information on all of the Town's assets and liabilities, with the difference between the two reported as net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the Town is improving or deteriorating.
- **Statement of Activities** – The statement on page 12 presents information showing how the Town's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and buyback of accumulated sick leave).

The government-wide financial statements have separate columns for governmental activities and business-type activities. The Town's activities are classified as follows:

- **Governmental Activities** – Activities reported here include education, public safety, public works, library and general administration. Property taxes, motor vehicle excise taxes, federal, state and other local revenues finance these activities.
- **Business-type Activities** – Activities reported here include water supply and distribution, sewer disposal and electricity. User fees, charged to the customers receiving these services, finance these activities.

Fund Financial Statements

The fund financial statements present financial information on specific activities of the Town. Funds are accounting devices that the Town uses to keep track of specific sources of funding and spending for particular purposes. The Town's funds can be divided into three categories:

- **Governmental Funds** – The statements on pages 13-14 cover the same activities that are reported in the governmental activities of the government-wide financial statements. The accounting basis and the measurement focus used in these statements, however, are not the same as the ones used in the government-wide financial statements. The governmental funds statements focus on current year accountability, as well as on the resources available at the end of the fiscal year.
- **Proprietary Funds** – The statements on pages 17-19 cover the same activities that are reported in the business-type of the government-wide financial statements. The accounting basis and the measurement focus used in these statements is the same as the ones used in the government-wide financial statements. However, these statements provide more detail and additional information, such as cash flow, on the Town's water, sewer, electric and landfill closure enterprise funds than the government-wide financial statements.
- **Fiduciary Funds** – The statements on pages 20-21 cover activities that are excluded from the Town's government-wide financial statements because the Town cannot use these assets to finance its operations. Assets accumulated by the Light Department and Retirement Board to fund employee pension benefits are reported in this section of the report, as well as assets held in which the Town acts solely as a trustee or agent for the benefit of others.

Reconciliation of Government-wide Financial Statements to Fund Financial Statements

The governmental activities of the government-wide financial statements and the governmental funds of the fund financial statements do not use the same accounting basis and measurement focus. Capital assets and long-term liabilities are not included on the balance sheet of the governmental funds, but they are on the statement of net assets. Capital assets are recorded as expenditures when they are purchased in the governmental funds and depreciated over the useful life in the government-wide financial statements. There are two schedules on pages

15-16 that provide a crosswalk from the government-wide financial statements to the governmental funds of the fund financial statements:

- Reconciliation of the balance sheet of the governmental funds to the statement of net assets.
- Reconciliation of the statement of revenues and expenditures and changes in fund balance to the statement of activities.

The reconciliation of government-wide financial statements to enterprise funds or fiduciary funds of the fund financial statements is not necessary. The business-type activities of the government-wide financial statements and the enterprise funds use the same accounting basis and measurement focus. The fiduciary funds are not included in the government-wide financial statements.

Financial Analysis of the Government-wide Financial Statements

Net Assets

Net assets may serve over time as a useful indicator of a government's financial position. However, the net assets of governmental activities should be viewed independently from business-type activities. Resources of the governmental activities are not used to finance costs related to business-type activities. Revenues of the business-type activities are generally used to finance the operations of the water, sewer and electric enterprise funds. The following table reflects the condensed net assets compared to the prior year.

Net Assets
June 30, 2003 and 2002
(Except for the Electric Enterprise Activity, which is December 31, 2002 and 2001)
(In Millions)

	Governmental Activities		Business-type Activities		Totals	
	2003	2002	2003	2002	2003	2002
	\$	\$	\$	\$	\$	\$
Current and other assets	41.1	31.9	43.2	41.0	84.3	72.9
Capital assets	66.2	66.8	59.8	58.4	126.0	125.2
Total assets	107.3	98.7	103.0	99.4	210.3	198.1
Other liabilities	32.6	21.4	7.1	9.5	39.7	30.9
Long-term liabilities	30.9	39.5	7.2	8.3	38.1	47.8
Total liabilities	63.5	60.9	14.3	17.8	77.8	78.7
Net assets:						
Invested in capital assets,						
Net of related debt	34.0	34.2	53.9	51.8	87.9	86.0
Restricted	8.2	7.9	9.1	5.1	17.3	13.0
Unrestricted (deficit)	1.6	(4.3)	25.7	24.7	27.3	20.4
Total net assets	43.8	37.8	88.7	81.6	132.5	119.4

The above table shows that the total net assets of the Town increased by \$13.1 million or 11.0%. The net assets of the governmental activities increased by \$6.0 million or 15.9% and business-type activities increased by \$7.1 million or 8.7%.

- **Governmental Activities** – The Town's unrestricted (deficit) net assets increased by \$6.0 million during the current fiscal year. This increase is due to the sale of the landfill site. The Town estimated the landfill closure and postclosure care costs to be approximately \$6.0 million, which was included as a long-term liability in the statement of net assets on June 30, 2002. As Dickinson has assumed the responsibility for the costs related to close the landfill and for the costs incurred to maintain the developed site, the Town eliminated this liability in fiscal year 2003.
- **Business-type Activities** - The total net assets of the business-type activities increased by \$7.1 million, with the proceeds from the sale of the landfill site accounting for \$3.0 million of the increase.

Changes in Net Assets

The following condensed financial information was derived from the government-wide statement of activities and reflects how the Town's net assets changed during the fiscal year.

Changes in Net Assets
For the Years Ended June 30, 2003 and 2002
 (Except for the Electric Enterprise Activity, which is for years ended December 31, 2002 and 2001)
 (In Millions)

	Governmental Activities		Business-type Activities		Totals	
	<u>2003</u>	<u>2002</u>	<u>2003</u>	<u>2002</u>	<u>2003</u>	<u>2002</u>
	\$	\$	\$	\$	\$	\$
Revenues						
Program revenues:						
Charges for services	3.7	3.3	66.8	77.4	70.5	80.7
State grants and entitlements	10.1	9.2	—	—	10.1	9.2
Other	1.0	1.2	1.2	1.2	2.2	2.4
General revenues:						
Property taxes	32.4	31.3	—	—	32.4	31.3
Motor vehicle excise taxes	2.8	2.7	—	—	2.8	2.7
State entitlements	3.7	4.3	—	—	3.7	4.3
Other	.9	1.1	—	—	.9	1.1
Total revenues	<u>54.6</u>	<u>53.1</u>	<u>68.0</u>	<u>78.6</u>	<u>122.6</u>	<u>131.7</u>
Expenses						
General government	3.4	3.1	—	—	3.4	3.1
Public safety	8.7	8.4	—	—	8.7	8.4
Education	34.8	34.0	—	—	34.8	34.0
Public works and facilities	5.8	5.6	—	—	5.8	5.6
Human services	.6	.8	—	—	.6	.8
Culture and recreation	1.8	1.8	—	—	1.8	1.8
Interest on debt service	1.5	1.4	—	—	1.5	1.4
Electric	—	—	55.8	64.0	55.8	64.0
Water	—	—	2.6	2.5	2.6	2.5
Sewer	—	—	3.7	3.5	3.7	3.5
Total expenses	<u>56.6</u>	<u>55.1</u>	<u>62.1</u>	<u>70.0</u>	<u>118.7</u>	<u>125.1</u>
Excess (deficiency) of revenues over (under) expenses	(2.0)	(2.0)	5.9	8.6	3.9	6.6
Contributions to permanent funds	.1	.1	—	—	.1	.1
Special item: sale of landfill site	6.0	—	3.0	—	9.0	—
Transfers	1.9	1.7	(1.8)	(1.7)	.1	—
	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
Increase (decrease) in net assets	<u>6.0</u>	<u>(0.2)</u>	<u>7.1</u>	<u>6.9</u>	<u>13.1</u>	<u>6.7</u>

As previously noted, governmental activities should be viewed independently from business-type activities.

- **Governmental Activities** – In fiscal year 2003 property taxes accounted for 59.3% of revenues. State grants and entitlements represented 25.3% of revenues.
- **Business-type Activities** – Water, sewer and electric rates are structured to cover all the costs related to each activity. In the current year, as well as in the prior year, revenues exceeded expenses and transfers out in these three activities. In the current year net assets increased by \$7.1 million. Of this increase, \$3.0 million came from the proceeds of the sale of the landfill site.

Financial Analysis of the Town's Funds

Governmental Funds

General Fund – The year-end fund balance of the general fund was \$13,284 less than the prior year fund balance. This was the sixth consecutive year that expenditures and transfers out have exceeded revenues and transfers in.

Based upon the balance sheet as of June 30, the Commonwealth of Massachusetts' Department of Revenue (DOR) annually determines the amount of general fund balance available for appropriation. In general this amount, commonly known as "free cash", is generated when actual revenues on a cash basis exceed budgeted amounts and expenditures and encumbrances (unpaid commitments) are less than appropriations, or both.

"Free cash" is reported as the unreserved fund balance of the general fund. Any additional fund balance that is not reserved for encumbrances or reserved for subsequent year's expenditure is reported as reserved by state statute. The following table reflects the trend in all the components of fund balance.

**Changes in Fund Balance
Last Five Fiscal Years
General Fund**

<u>As of June 30</u>	<u>Reserved for Encumbrances</u>	<u>Subsequent Year's Expenditures</u>	<u>Reserved By State</u>	<u>Unreserved ("Free Cash")</u>	<u>Total Fund Balance</u>
	\$	\$	\$	\$	\$
1999	1,024,000	1,382,500	744,950	1,101,044	4,252,494
2000	965,151	768,695	381,994	1,464,025	3,579,865
2001	779,136	654,623	760,320	985,699	3,179,778
2002	590,496	688,609	485,900	1,288,269	3,053,274
2003	348,070	351,820	636,397	1,703,703	3,039,990

Other Governmental Funds – Because the Town used short-term debt (bond anticipation notes) to provide funding for the construction and renovation of several school buildings, fund balance decreased by \$1.8 million during the fiscal year. As these bond anticipation notes are reported as liabilities (notes payable) on the other governmental funds balance sheet, expenditures related to these projects are not offset by a funding sources on the statement of revenues, expenditures and changes in fund balance. This deficit is temporary and will be eliminated when the bond anticipation notes are refinanced on a long-term basis (bond issue).

Proprietary Funds – As noted previously, proprietary funds report the same activities that are reported in the business-type of the government-wide financial statements, only in more detail. In addition to determining the amount of general fund balance available for appropriation, the DOR also makes a similar calculation for the water and sewer fund. These amounts are reported as unreserved net assets in the water and sewer enterprise funds. The net assets available to fund subsequent years' expenses in the water fund were \$1,627,593, an increase from the prior year of \$316,218. The net assets available to fund subsequent years' expenses in the sewer fund were \$1,087,652, a decrease from the prior year of \$101,402.

Fiduciary Funds – The assets of the employee pension plan are invested in the Pension Reserves Investment Trust (PRIT). The PRIT Fund is a broadly diversified pooled investment fund managed under the direction of a broadly representative board. After posting two consecutive years of negative returns, the PRIT Fund posted a 4.03% return (gross of fees). The Town's one-year investment return, net of related expenses, was 3.57%. Net assets for the year increased \$1.0 million from the prior year. Based upon the actuarial valuation dated June 30, 2003, the actuarial value of assets of the employee pension plan represent approximately 68.9% of the current actuarial accrued liability.

The net assets of the municipal light pension trust decreased by \$77,503 from the prior year. The assets of the light pension trust are invested in fixed income securities and are used to fund the Light Department annual required contribution to the employee pension plan. Contributions to the fund are determined by an actuarial valuation.

The workers' compensation fund was used to pay claims under the Town's previous self-insured program. As the Town is currently fully insured for workers' compensation, the fund was no longer needed and was closed at the end of the fiscal year.

Capital Assets

Excluding the Light Department, the Town had \$76.8 million invested in a broad range of capital assets, net of depreciation, on June 30, 2003. This amount represents an increase (including additions and deductions) of just under \$0.1 million, or 0.1%, over last year. On December 31, 2002 the Light Department had \$49.1 million invested in capital assets, net of depreciation, which represents a net increase of \$6.0 million, or 12.4%, over last year.

In the following schedule, infrastructure assets include roads, water and sewer lines and electric assets include transmission, distribution and general plant.

Capital Assets at June 30, 2003 and 2002
(Except for the Electric Enterprise Activity, which is December 31, 2002 and 2001)
(Net of Depreciation, in Millions)

	Governmental Activities		Business-type Activities		Totals	
	2003	2002	2003	2002	2003	2002
	\$	\$	\$	\$	\$	\$
Land and improvements	3.8	3.9	.2	.2	4.0	4.1
Building and improvements	42.7	41.9	2.8	3.0	45.5	44.9
Equipment	1.8	2.2	1.1	.6	2.9	2.8
Infrastructures	17.8	18.8	6.6	6.1	24.4	24.9
Total	<u>66.1</u>	<u>66.8</u>	<u>10.7</u>	<u>9.9</u>	<u>76.8</u>	<u>76.7</u>
Electric	—	—	49.1	48.5	49.1	48.5
	\$	\$	\$	\$	\$	\$
Total net assets	<u>66.1</u>	<u>66.8</u>	<u>59.8</u>	<u>58.4</u>	<u>125.9</u>	<u>125.2</u>

This year's major capital asset events included:

- The preliminary design related to the high school renovation and construction project at \$1,026,283.
- The beginning of the construction of a new elementary school with construction in progress at the end of the year reaching \$1,508,457.
- A variety of roadway, sidewalk and curb projects costing \$394,175 during the fiscal year.
- Water main construction for \$532,334 and sewer main rehabilitation for \$219,919.

Debt

Excluding the debt of the Light Department, the Town had \$38.7 million in bonds, notes and loans outstanding on June 30, 2003. This represents a \$5.2 million increase or 15.5% from the previous year. The Light Department had \$5.3 million in bonds outstanding on December 31, 2002. This represents a \$1.1 million decrease or 17.2% reduction from the previous year.

Outstanding Debt at June 30, 2003 and 2002
(Except for the Electric Activity, which is December 31, 2002 and 2001)
(In Millions)

	<u>2003</u>	<u>2002</u>
	\$	\$
Governmental activities:		
General obligation notes payable	9.7	1.9
General obligation bonds payable	28.9	31.3
Total governmental activities	<u>38.6</u>	<u>33.2</u>
 Business-type activities:		
Sewer:		
Loans payable	.1	.3
Electric:		
General obligation bonds payable	5.3	6.4
Total business-type activities	<u>5.4</u>	<u>6.7</u>
	\$	\$
Total debt	<u>44.0</u>	<u>39.9</u>

The Town issues short-term debt in anticipation of issuing long-term debt at a future date. At year-end, the Town had \$9.7 million outstanding bond anticipations notes.

In December 2002 Moody's Investors Service downgraded the Town's rating for its previously issued general obligation debt from "Aa3" to "A1". Moody's' report noted that "the Town faces budgetary challenges given a limited reserve position, constrained revenue raising flexibility, and the anticipation of potentially sizeable state aid reductions". Standard & Poor's had similar concerns but affirmed the Town's "AA" rating for general obligation bonds. For the Town's bond anticipations notes, Moody's assigned a rating of "MIG1" and Standard & Poor's assigned a rating of "SP-1+".

The Town's general obligation bond issues for school construction projects for which the Town receives construction grants from the Commonwealth of Massachusetts are amortized over twenty years. In general, all other general obligation bond issues are amortized in ten years.

Fiscal Year 2004 Budget

Due to the Commonwealth of Massachusetts' precarious financial condition, the Town anticipated a substantial reduction in state aid. In order to maintain services at current levels and provide funding for road improvements, the voters were asked to allow the Town to increase property taxes by \$4,500,000 over the limitation imposed by "Proposition 2 ½". On April 8, 2003 the voters passed this proposal by 4,249 to 3,190. Subsequently, the operating budget was balanced to projected revenues and presented to Town Meeting.

Requests for Information

This financial report is designed to provide a general overview of the Town's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to: Town Accountant, Town Hall, 16 Lowell Street, Reading, MA 01867.

Town of Reading, Massachusetts

Statement of Net Assets

June 30, 2003

(except for the Electric Enterprise Activity, which is as of December 31, 2002)

	Governmental Activities	Business-type Activities	Total
ASSETS			
Cash and cash equivalents	\$ 13,911,443	28,254,804	42,166,247
Cash with fiscal agent	14,500	—	14,500
Investments	5,417,677	7,539,902	12,957,579
Receivables (net of allowance for uncollectibles)	19,842,571	4,735,479	24,578,050
Inventories and prepayments	—	2,012,082	2,012,082
Unamortized discounts on bonds	52,423	29,651	82,074
Investments in joint ventures	—	606,993	606,993
Investments, permanently restricted	1,903,105	—	1,903,105
Capital assets:			
Assets not being depreciated	6,260,072	1,585,906	7,845,978
Assets being depreciated, net	<u>59,893,724</u>	<u>58,247,677</u>	<u>118,141,401</u>
Total assets	<u>107,295,515</u>	<u>103,012,494</u>	<u>210,308,009</u>
LIABILITIES			
Accounts payable and other current liabilities	3,731,984	3,798,736	7,530,720
Accrued interest payable	613,690	95,804	709,494
Unearned revenue	19,121,212	1,881,890	21,003,102
Notes payable	9,085,000	600,000	9,685,000
Deposits	—	767,667	767,667
Long-term liabilities:			
Due within one year:			
Compensated absences	166,601	16,000	182,601
Loans payable	—	132,190	132,190
Bonds payable	2,369,000	1,081,000	3,450,000
Due in more than one year:			
Compensated absences	1,750,308	1,760,339	3,510,647
Bonds payable	26,564,000	4,206,000	30,770,000
Unamortized premiums on bonds	<u>97,669</u>	<u>—</u>	<u>97,669</u>
Total liabilities	<u>63,499,464</u>	<u>14,339,626</u>	<u>77,839,090</u>
NET ASSETS			
Invested in capital assets, net of related debt	34,004,564	53,867,805	87,872,369
Restricted for:			
Medical assistance for needy citizens	3,638,569	—	3,638,569
Cemetery purposes	1,199,422	—	1,199,422
Other purposes:			
Expendable	1,451,594	9,134,525	10,586,119
Nonexpendable	1,903,705	—	1,903,705
Unrestricted	<u>1,598,197</u>	<u>25,670,538</u>	<u>27,268,735</u>
Total net assets	<u>\$ 43,796,051</u>	<u>88,672,868</u>	<u>132,468,919</u>

The notes to the financial statements are an integral part of this statement.

Town of Reading, Massachusetts

Statement of Activities

For the Year Ended June 30, 2003

(except for the Electric Enterprise Activity, which is for year ended December 31, 2002)

Functions / Programs	Expenses	Program Revenues			Net (Expense) Revenue and Changes in Net Assets		
		Charges for Services, Fees and Fines and Forfeitures	Operating Grants, Contributions And Restricted Interest	Capital Grants and Contributions	Governmental Activities	Business-type Activities	Total
Governmental activities:							
General government	\$ 3,398,242	339,909	199,102	—	(2,859,231)	—	(2,859,231)
Public safety	8,708,744	1,248,673	517,455	—	(6,942,616)	—	(6,942,616)
Education	34,803,921	1,316,460	7,513,366	788,784	(25,185,311)	—	(25,185,311)
Public works and facilities	5,848,354	266,855	452,864	358,122	(4,770,513)	—	(4,770,513)
Human services	629,493	28,880	356,410	—	(244,203)	—	(244,203)
Culture and recreation	1,785,147	486,118	122,748	—	(1,176,281)	—	(1,176,281)
Interest on debt service	1,519,231	—	889,750	—	(629,481)	—	(629,481)
Total governmental activities	56,693,132	3,686,895	10,051,695	1,146,906	(41,807,636)	—	(41,807,636)
Business-type activities:							
Electric	55,819,977	60,443,815	714,339	323,496	—	5,661,673	5,661,673
Water	2,626,630	2,712,299	117,179	—	—	202,848	202,848
Sewer	3,647,482	3,642,172	14,368	—	—	9,058	9,058
Landfill closure	—	—	11,029	—	—	11,029	11,029
Total business-type activities	62,094,089	66,798,286	856,915	323,496	—	5,884,608	5,884,608
Total government	\$ 118,787,221	70,485,181	10,908,610	1,470,402	(41,807,636)	5,884,608	(35,923,028)

General revenues:

Property taxes	\$ 32,366,602	—	32,366,602
Excise taxes	2,851,954	—	2,851,954
Penalties and interest on taxes	208,544	—	208,544
Payments in lieu of taxes	355,683	—	355,683
Intergovernmental	3,707,982	—	3,707,982
Unrestricted investment earnings	258,222	—	258,222
Proceeds from sale of capital assets	22,783	—	22,783
Other	64,375	—	64,375
Contributions to permanent funds	89,729	—	89,729
Transfers	1,779,597	(1,779,597)	—
Transfer - closing workers' compensation fiduciary fund	116,527	—	116,527
Proceeds from sale of landfill	—	3,000,000	3,000,000
Obligation for landfill closure and postclosure care costs assumed by purchaser of landfill site	6,000,000	—	6,000,000
Total general revenues and transfers	47,821,998	1,220,403	49,042,401
Change in net assets	6,014,362	7,105,011	13,119,373
Net assets - beginning	37,781,689	81,567,857	119,349,546
Net assets - ending	\$ 43,796,051	88,672,868	132,468,919

The notes to the financial statements are an integral part of this statement.

**Town of Reading, Massachusetts
Balance Sheet**

Governmental Funds

June 30, 2003

	General Fund	Other Governmental Funds	Total
ASSETS			
Cash and cash equivalents	\$ 5,911,878	7,999,565	13,911,443
Cash with fiscal agent	14,500	—	14,500
Investments	—	7,320,782	7,320,782
Receivables:			
Property taxes:			
Delinquent	270,868	—	270,868
Subsequent year's levy	18,844,419	—	18,844,419
Liens	287,477	—	287,477
Deferrals	125,297	—	125,297
Motor vehicle excise	164,037	—	164,037
Special assessments	4,536	7,616	12,152
Other governments	195,681	93,648	289,329
Other	—	600	600
Total assets	<u>\$ 25,818,693</u>	<u>15,422,211</u>	<u>41,240,904</u>
LIABILITIES AND FUND BALANCES			
Liabilities:			
Warrants and accounts payable	\$ 1,596,813	883,550	2,480,363
Accrued liabilities:			
Payroll	1,181,841	69,780	1,251,621
Interest on bond anticipation notes	13,215	—	13,215
Deferred revenue	19,986,834	7,616	19,994,450
Notes payable	—	9,085,000	9,085,000
Total liabilities	<u>22,778,703</u>	<u>10,045,946</u>	<u>32,824,649</u>
Fund balances:			
Reserved by state statute	636,397	—	636,397
Reserved for:			
Encumbrances	348,070	—	348,070
Subsequent year's expenditure	351,820	126,074	477,894
Unreserved	1,703,703	—	1,703,703
Unreserved, (deficit) reported in:			
Special revenue funds	—	6,701,220	6,701,220
Capital projects funds	—	(3,354,734)	(3,354,734)
Permanent funds	—	1,903,705	1,903,705
Total fund balances	<u>3,039,990</u>	<u>5,376,265</u>	<u>8,416,255</u>
Total liabilities and fund balances	<u>\$ 25,818,693</u>	<u>15,422,211</u>	<u>41,240,904</u>

The notes to the financial statements are an integral part of this statement.

Town of Reading, Massachusetts
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For the Year Ended June 30, 2003

	General Fund	Other Governmental Funds	Total
Revenues:			
Property taxes	\$ 32,371,023	—	32,371,023
Excise taxes	2,853,606	—	2,853,606
Penalties and interest on taxes	208,544	—	208,544
Payments in lieu of taxes	239,609	116,074	355,683
Charges for services	1,236,662	2,259,362	3,496,024
Licenses and permits	58,528	—	58,528
Intergovernmental	11,955,705	1,942,182	13,897,887
Special assessments	7,892	8,430	16,322
Fines	100,240	850	101,090
Investment income	257,902	456,108	714,010
Contributions and bequests	—	213,337	213,337
Miscellaneous	86,962	452,083	539,045
Total revenues	<u>49,376,673</u>	<u>5,448,426</u>	<u>54,825,099</u>
Expenditures:			
Current:			
General government	2,385,491	62,870	2,448,361
Public safety	5,963,087	716,240	6,679,327
Education	27,362,618	2,734,354	30,096,972
Public works and facilities	3,407,106	199,077	3,606,183
Human services	280,465	221,589	502,054
Culture and recreation	843,448	649,661	1,493,109
Employee benefits	6,802,682	—	6,802,682
Intergovernmental	611,074	—	611,074
Debt service	3,890,973	—	3,890,973
Capital outlay	—	2,401,363	2,401,363
Total expenditures	<u>51,546,944</u>	<u>6,985,154</u>	<u>58,532,098</u>
Excess (deficiency) of revenues over expenditures	<u>(2,170,271)</u>	<u>(1,536,728)</u>	<u>(3,706,999)</u>
Other financing sources (uses):			
Transfers in	2,156,987	—	2,156,987
Transfers out	—	(260,863)	(260,863)
Total other financing sources (uses)	<u>2,156,987</u>	<u>(260,863)</u>	<u>1,896,124</u>
Net change in fund balances	(13,284)	(1,797,591)	(1,810,875)
Fund balances - beginning	3,053,274	7,173,856	10,227,130
Fund balances - ending	<u>\$ 3,039,990</u>	<u>5,376,265</u>	<u>8,416,255</u>

The notes to the financial statements are an integral part of this statement.

**Town of Reading, Massachusetts
Reconciliation of the Governmental Fund Balance Sheet
To the Statement of Net Assets
For the Year Ended June 30, 2003**

Total fund balances – governmental funds (page 13)	\$ 8,416,255
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Amounts reported for governmental activities in the statement of net assets are different because:

Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds. These assets consist of:

	\$	
Land and land improvements	4,073,069	
Infrastructure assets	36,372,588	
Buildings and building improvements	54,461,033	
Other capital assets	4,173,427	
Accumulated depreciation	<u>(32,926,321)</u>	
 Total capital assets		 66,153,796

Other long-term assets are not available to pay for current-period expenditures and, therefore, are deferred in the funds.	721,630
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Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the funds. Those liabilities consist of:

Bonds payable	(28,933,000)	
Accrued interest on bonds	(600,475)	
Compensated absences	<u>(1,916,909)</u>	
 Total long-term liabilities		 (31,450,384)

Governmental funds report the effects of the costs related to issuing debt and premiums on debt when the debt is issued. These amounts are deferred and amortized in the statement of activities.	<u>(45,246)</u>
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Net assets of governmental activities (page 11)	\$ <u>43,796,051</u>
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The notes to the financial statements are an integral part of this statement.

Town of Reading, Massachusetts
 Reconciliation of the Statement of Revenues, Expenditures and
 Changes in Fund Balance of the Governmental Funds
 To the Statement of Activities
 For the Year Ended June 30, 2003

Net change in fund balances – governmental funds (page 14)	\$ (1,810,875)
Amounts reported for governmental activities in the statement of activities are different because:	
Revenues in the statement of activities that do not provide current financial resources are not reported as revenue in the funds.	(13,729)
Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. This is the amount by which depreciation (\$3,240,390) exceeded capital outlays (\$2,578,644) in the current period.	(661,746)
Repayment of bond principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net assets.	2,379,000
Governmental funds report the effects of the costs related to issuing debt and premiums on debt when the debt is issued. These amounts are deferred and amortized in the statement of activities.	3,389
Interest on long term debt in the statement of activities differs from the amount reported in the governmental funds because interest is recognized as an expenditure in the funds when it is due, and thus requires the use of current financial resources. In the statement of activities, however, interest expense is recognized as the interest accrues, regardless of when it is due.	(10,647)
In the statement of activities compensated absences are measured by the amounts earned during the year. In the governmental funds, however, expenditure for the items are measured by the amount of financial resources used (essentially, the amounts paid in cash).	128,970
The long-term liability for landfill closure and post-closure care costs was not reported in the governmental funds. As these costs were assumed by the purchaser of the landfill site, this liability is eliminated from the net assets.	6,000,000
Change in net assets of governmental activities (page 12)	<u>\$ 6,014,362</u>

The notes to the financial statements are an integral part of this statement.

Town of Reading, Massachusetts
Statement of Net Assets
Proprietary Funds
June 30, 2003
(except for the Electric Enterprise Fund, which is as of December 31, 2002)

	Business-type Activities - Enterprise Funds		
	Electric	Other	Total
ASSETS			
Current assets:			
Cash and cash equivalents	\$ 17,919,442	8,500,449	26,419,891
Receivables (net):			
User charges	2,652,661	1,642,685	4,295,346
Liens	—	51,802	51,802
Deferrals	—	1,931	1,931
Special assessments	—	84,391	84,391
Other	302,009	—	302,009
Inventories and prepayments	1,911,138	100,944	2,012,082
Total current assets	<u>22,785,250</u>	<u>10,382,202</u>	<u>33,167,452</u>
Noncurrent assets:			
Restricted cash and cash equivalents	1,834,913	—	1,834,913
Investments	7,539,902	—	7,539,902
Investments in joint ventures	606,993	—	606,993
Deferred charges	29,651	—	29,651
Capital assets	85,535,048	20,471,783	106,006,831
Less accumulated depreciation	(36,370,326)	(9,802,922)	(46,173,248)
Total noncurrent assets	<u>59,176,181</u>	<u>10,668,861</u>	<u>69,845,042</u>
Total assets	<u>81,961,431</u>	<u>21,051,063</u>	<u>103,012,494</u>
LIABILITIES			
Current liabilities:			
Warrants and accounts payable	2,664,449	187,462	2,851,911
Deferred revenue	1,878,384	3,506	1,881,890
Interest on bonds payable	95,804	—	95,804
Other liabilities	946,825	—	946,825
Deposits	693,667	74,000	767,667
Loans payable	—	132,190	132,190
Notes payable	—	600,000	600,000
Compensated absences	16,000	—	16,000
Bonds payable	1,081,000	—	1,081,000
Total current liabilities	<u>7,376,129</u>	<u>997,158</u>	<u>8,373,287</u>
Noncurrent liabilities:			
Compensated absences	1,711,374	48,965	1,760,339
Bonds payable	4,206,000	—	4,206,000
Total noncurrent liabilities	<u>5,917,374</u>	<u>48,965</u>	<u>5,966,339</u>
Total liabilities	<u>13,293,503</u>	<u>1,046,123</u>	<u>14,339,626</u>
NET ASSETS			
Invested in capital assets, net of related debt	43,877,722	9,990,083	53,867,805
Restricted	1,834,913	7,299,612	9,134,525
Unreserved	22,955,293	2,715,245	25,670,538
Total net assets	<u>\$ 68,667,928</u>	<u>20,004,940</u>	<u>88,672,868</u>

The notes to the financial statements are an integral part of this statement.

Town of Reading, Massachusetts
Statement of Revenues, Expenses and Changes in Fund Net Assets
Proprietary Funds
For The Year Ended June 30, 2003
 (except for the Electric Enterprise Fund, which is as of December 31, 2002)

	Business-type Activities - Enterprise Funds		
	<u>Electric</u>	<u>Other</u>	<u>Total</u>
Operating revenues:			
Charges for services	\$ 60,425,951	6,341,008	66,766,959
Special assessments	—	13,463	13,463
Reimbursement for damages	—	100,000	100,000
Total operating revenues	<u>60,425,951</u>	<u>6,454,471</u>	<u>66,880,422</u>
Operating expenses:			
Salaries, wages and employee benefits	—	1,589,550	1,589,550
Energy purchases	—	187,696	187,696
Intergovernmental	—	2,968,194	2,968,194
Depreciation	4,028,436	693,927	4,722,363
Other operating costs	—	831,239	831,239
Electric operations	<u>51,024,417</u>	<u>—</u>	<u>51,024,417</u>
Total operating expenses	<u>55,052,853</u>	<u>6,270,606</u>	<u>61,323,459</u>
Operating income	<u>5,373,098</u>	<u>183,865</u>	<u>5,556,963</u>
Nonoperating revenues (expenses):			
Proceeds from sale of property	—	3,000,000	3,000,000
Gain on disposal of capital assets	17,864	—	17,864
Decrease in equity in joint venture	(47,417)	—	(47,417)
Litigation settlement	(432,119)	—	(432,119)
Investment income	714,339	42,576	756,915
Interest expense	<u>(287,588)</u>	<u>(3,506)</u>	<u>(291,094)</u>
Total nonoperating revenues (expenses)	<u>(34,921)</u>	<u>3,039,070</u>	<u>3,004,149</u>
Income before contributions and transfers	<u>5,338,177</u>	<u>3,222,935</u>	<u>8,561,112</u>
Contributions from customers	323,496	—	323,496
Transfers to other funds	<u>(1,779,597)</u>	<u>—</u>	<u>(1,779,597)</u>
Changes in net assets	<u>3,882,076</u>	<u>3,222,935</u>	<u>7,105,011</u>
Net assets - beginning	<u>64,785,852</u>	<u>16,782,005</u>	<u>81,567,857</u>
Net assets - ending	<u>\$ 68,667,928</u>	<u>20,004,940</u>	<u>88,672,868</u>

The notes to the financial statements are an integral part of this statement.

Town of Reading, Massachusetts
Statement of Cash Flows
Proprietary Funds
For The Year Ended June 30, 2003
(except for the Electric Enterprise Fund, which is as of December 31, 2002)

	Business-type Activities - Enterprise Funds		
	Electric	Other	Total
Cash flows from operating activities:			
Receipts from customers	\$ 59,911,248	6,667,278	66,578,526
Payments to employees	(6,121,152)	(1,239,397)	(7,360,549)
Payments for employee benefits	(713,167)	(347,157)	(1,060,324)
Payments for supplies and services	(43,504,149)	(1,240,195)	(44,744,344)
Payments to other governments	(1,013,940)	(2,968,194)	(3,982,134)
Net cash provided by operating activities	<u>8,558,840</u>	<u>872,335</u>	<u>9,431,175</u>
Cash flows from noncapital financing activities:			
Litigation settlement	(432,119)	—	(432,119)
Transfers to other funds	(1,779,597)	—	(1,779,597)
Net cash provided (used) by noncapital financing activities	<u>(2,211,716)</u>	<u>—</u>	<u>(2,211,716)</u>
Cash flows from capital and related financing activities:			
Proceeds from sale of property	—	3,000,000	3,000,000
Performance deposit on property sold	—	74,000	74,000
Proceeds from bond anticipation notes	—	600,000	600,000
Acquisition of capital assets	(4,746,156)	(1,390,725)	(6,136,881)
Capital contributions and customer advances	432,818	—	432,818
Gain on disposal of capital assets	17,864	—	17,864
Principal paid on capital debt	(1,066,000)	(132,190)	(1,198,190)
Interest paid on capital debt	(301,119)	—	(301,119)
Net cash provided (used) by capital and related financing activities	<u>(5,662,593)</u>	<u>2,151,085</u>	<u>(3,511,508)</u>
Cash flows from investing activities:			
Investments (purchases net of sales)	(2,944,904)	—	(2,944,904)
Distribution from joint venture	36,971	—	36,971
Interest on investments	617,517	42,576	660,093
Net cash provided (used) by investing activities	<u>(2,290,416)</u>	<u>42,576</u>	<u>(2,247,840)</u>
Net increase in cash and cash equivalents	(1,605,885)	3,065,996	1,460,111
Balances - beginning	21,360,240	5,434,453	26,794,693
Balances - ending (including \$1,834,913 reported as restricted cash)	<u>\$ 19,754,355</u>	<u>8,500,449</u>	<u>28,254,804</u>
Reconciliation of operating income (loss) to net cash provided (used) by operating activities:			
Operating income	\$ 5,373,098	183,865	5,556,963
Adjustments to reconcile operating income to net cash provided (used) by operating activities:			
Depreciation expense	4,028,436	693,927	4,722,363
Changes in net assets and liabilities:			
Receivables (net)	1,052,905	212,809	1,265,714
Inventories and prepayments	955,949	9,475	965,424
Warrants and accounts payable	(1,960,496)	(230,735)	(2,191,231)
Compensated absences payable	47,226	2,994	50,220
Accrued liabilities	644,523	—	644,523
Customer deposits	(65,193)	—	(65,193)
Deferred revenue	(1,517,608)	—	(1,517,608)
Net cash provided by operating activities	<u>\$ 8,558,840</u>	<u>872,335</u>	<u>9,431,175</u>

The notes to the financial statements are an integral part of this statement.

Town of Reading, Massachusetts

Statement of Net Assets

Fiduciary Funds

June 30, 2003

		Other Employee <u>Benefits</u>	
	Employee Pension <u>Plan</u>	Municipal Light Pension <u>Trust</u>	Agency <u>Funds</u>
ASSETS			
Cash and cash equivalents	\$ 2,817	1,108,182	121,581
Investments	55,001,771	7,333,728	—
Receivables:			
Liens	—	—	2,066
User charges	—	—	355
Other governments	—	—	480
Total assets	<u>55,004,588</u>	<u>8,441,910</u>	<u>124,482</u>
LIABILITIES			
Warrants and accounts payable	—	—	33,279
Due to other governments	52,583	—	—
Other liabilities	<u>86,691</u>	<u>—</u>	<u>91,203</u>
Total liabilities	<u>139,274</u>	<u>—</u>	<u>124,482</u>
NET ASSETS			
Held in trust for pension benefits and other employee benefits	\$ <u>54,865,314</u>	<u>8,441,910</u>	<u>—</u>

The notes to the financial statements are an integral part of this statement.

Town of Reading, Massachusetts
Statement of Changes Net Assets
Fiduciary Funds
For The Year Ended June 30, 2003

		<u>Other Employee Benefits</u>	
	<u>Employee Pension Plan</u>	<u>Municipal Light Pension Trust</u>	<u>Workers' Compensation</u>
Additions:			
Contributions:			
Employers	\$ 3,096,570	190,252	—
Plan members	1,458,861	—	—
Intergovernmental	151,429	—	—
Total contributions	<u>4,706,860</u>	<u>190,252</u>	<u>—</u>
Investment income (loss):			
Net increase (decrease) in fair value of investments	1,607,903	181,120	—
Interest, dividends, and other	502,003	390,356	1,176
Total investment income (loss)	2,109,906	571,476	1,176
Less: investment expenses	220,871	—	—
Net investment income (loss)	<u>1,889,035</u>	<u>571,476</u>	<u>1,176</u>
Reinsurance recoveries	—	—	99,160
Total additions	<u>6,595,895</u>	<u>761,728</u>	<u>100,336</u>
Deductions:			
Benefits paid to participants or beneficiaries	5,132,791	13,931	92,504
Refunds and transfers to other systems	400,991	—	—
Administrative expenses	41,582	—	—
Contribution to employees' pension plan	—	825,300	—
Transfer out	—	—	116,527
Total deductions	<u>5,575,364</u>	<u>839,231</u>	<u>209,031</u>
Changes in net assets held in trust for:			
Employees' pension benefits	1,020,531	(77,503)	—
Employees' worker compensation benefits	—	—	(108,695)
Net assets - beginning	<u>53,844,783</u>	<u>8,519,413</u>	<u>108,695</u>
Net assets - ending	<u>\$ 54,865,314</u>	<u>8,441,910</u>	<u>—</u>

The notes to the financial statements are an integral part of this statement.

TOWN OF READING, MASSACHUSETTS

Notes to the Financial Statements

June 30, 2003

Note 1. Reporting Entity and Significant Accounting Policies**A. Financial Reporting Entity**

The Town of Reading (Town) was incorporated as a town in 1644. A Representative Town Meeting and a five-member Board of Selectmen assisted by a Town Manager govern the Town. The services provided by the Town within its boundaries include education in grades K-12, police and fire protection, solid waste collection and disposal, street maintenance and library services. Water, sewer and electric services are provided on an enterprise basis. The electric service is also provided to customers in the Towns of Lynnfield, North Reading and Wilmington.

Accounting principles generally accepted in the United States of America ("GAAP") require that the accompanying financial statements present the Town (the primary government) and its component units. Component units are included in the Town's reporting entity if their operational and financial relationships with the Town are significant. Pursuant to these criteria, the Reading Contributory Retirement Board (Retirement Board) has been identified as a component unit. The Retirement Board was established under the authority of Chapter 32 of the Massachusetts General Laws, as amended, and is an independent contributory retirement system available to employees of the Town. The powers of the Retirement Board are vested in a five-member Retirement Board. The Retirement Board does not issue separate financial statements and is reported in a separate column in the Town's fiduciary funds.

B. Financial Statement Presentation

The financial condition and results of operations of the Town's funds are presented as of and for the year ended June 30, 2003, except for the Town's electric enterprise fund (Light Department) which is presented as of and for the year ended December 31, 2002. The accounting policies of the Town conform to GAAP.

The Light Department issues a stand-alone financial report. The financial statements of the electric enterprise fund are prepared on the basis of accounting prescribed by the Massachusetts Department of Telecommunications and Energy which requires that certain items be charged or credited directly to retained earnings. GAAP would require the same items to be charged or credited to operations. Accordingly, the stand-alone financial statements of the electric enterprise fund are not intended to present financial position and results of operations in conformity with GAAP.

Certain reclassifications have been made to these financial statements to conform to the Town's presentation. A copy of the Light Department's stand-alone annual financial report may be obtained from the:

Municipal Light Board
Town of Reading Municipal Light Department
230 Ash Street
Reading, MA 01867-0250
(781) 944 - 1340

C. Government-wide and Fund Financial Statements

The Town's basic financial statements include both government-wide (i.e., the statement of net assets and the statement of activities) and fund financial statements. The government-wide financial statements report information on all the non-fiduciary activities of the Town. For the most part, the effect of inter-fund activities has been removed from these statements. Governmental activities, which normally are supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support.

The statement of activities demonstrates the degree to which the direct expenses of a given function are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function. Program revenues include 1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a certain function and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function. Taxes and other items not properly included among program revenues are reported instead as general revenues.

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though the latter are excluded from the government-wide financial statements. GAAP requires that major individual governmental funds and major individual enterprise funds be reported as separate columns in the fund financial statements. The Town's general fund and electric enterprise fund are reported as major funds. The Town reports the following fund financial statements:

Governmental Funds

General Fund - This fund is the Town's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

Other Governmental Funds - These funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Proprietary Funds

Electric Fund - This fund is used to account for the Town's electric distribution operations.

Other Funds - These funds are used to account for the Town's water treatment plant and water distribution operations, the Town's sewerage disposal operations and the proceeds from the sale of the landfill.

Fiduciary Funds

Employee Pension Plan - This fund is used to account for the activities of the Retirement Board, which is a component unit of the Town. The Retirement Board accumulates resources for pension benefit payments to qualified employees.

Municipal Light Pension Trust - This fund is used to accumulate resources actuarially for the purpose of funding the Light Department's pension benefit obligation. This fund is used to cover the Light Department's annual contribution to the Retirement Board.

Workers' Compensation - This fund is used to accumulate resources to cover worker compensation payments to qualified employees in the Town's self-insured program. In 1990 the Town moved to a premium-based program. This fund was used to cover the expenses related to employees injured prior to 1990. The fund was closed at the end of fiscal year 2003.

Agency Funds - These funds are used to report resources held by the Town in a purely custodial capacity (assets equal liabilities).

D. Measurement Focus and Basis of Accounting

The government-wide, proprietary, and fiduciary fund financial statements are reported using the economic resources measurement focus. The government-wide and proprietary fund financial statements are reported using the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. On an accrual basis, revenue from property taxes is recognized in the fiscal year for which the taxes are levied. Revenue from grants is recognized in the fiscal year in which all eligibility requirements have been satisfied.

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. The Town considers revenues reported in the governmental funds to be available if the revenues are collected within sixty days after year-end. Property taxes, excise taxes and interest associated with the current fiscal year are considered to be susceptible to accrual. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, principal and interest on general long-term debt, claims and judgments, and compensated absences are recorded when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds.

All governmental and business-type activities and enterprise funds of the Town follow FASB Statements and Interpretations issued on or before November 30, 1989, Accounting Principles Board Opinions, and Accounting Research Bulletins, unless those pronouncements conflict with GASB pronouncements.

E. Assets, Liabilities, and Net Assets or Equity

a. Deposits and Investments

State statutes place certain limitations on the nature of deposits and investments available to the Town. Deposits (including demand deposits, term deposits and certificates of deposit) in any one financial institution may not exceed certain levels without collateralization by the financial institutions involved. The Town, with certain restrictions, can also purchase obligations of US Government or its agencies, repurchase agreements, money market funds and units of the Massachusetts Municipal Depository Trust (MMDT). The MMDT is an investment pool established by the State Treasurer that operates in accordance with appropriate state laws and regulations.

In addition, certain other governmental funds have additional investment powers, most notably the ability to invest in common stocks, corporate bonds and other specified investments.

The Town pools cash to facilitate the management of cash. Each fund presents its pro rata share of the combined cash account as cash and cash equivalents in the accompanying basic financial statements. The Town has defined cash and cash equivalents to include cash on hand, demand deposits, cash with fiscal agent and deposits with the MMDT.

Investments are reported at fair value. The Retirement Board invests in the Pension Reserves Investment Trust (PRIT). PRIT is an investment pool established by the State Legislature for the assets of member, state and local retirement boards. PRIT operates in accordance with appropriate state laws and regulations.

b. Property Taxes

The Town is responsible for assessing and collecting property taxes in accordance with enabling state laws. Property taxes are determined, each year, on the full and fair cash value of taxable properties as of January 1. The tax levy is divided into two billings and is payable on a quarterly basis. The first billing (mailed in June) is an estimate of the current year's levy based on the prior year's taxes. 50% is due on August 1st and 50% is due on November 1st. The second billing (mailed in December) reflects adjustments to the current year's actual levy with 50% due on February 1st and 50% due on May 1st. Taxes due and unpaid after the respective due dates are subject to interest and penalties. The Town has an ultimate right to foreclose on property for which taxes have not been paid.

Property taxes levied are recorded as receivables in the fiscal year billed. As of June 30, 2003, the Town has billed for the first two quarterly installments of the fiscal year 2004 real estate tax bills. The amount of this billing that is outstanding is included in the receivables on the statement of net assets and is shown as subsequent year's levy on the governmental funds balance sheet. As these revenues are not available until fiscal year 2004, the total amount billed is included in deferred revenue on both statements.

A statewide tax limitation statute known as "Proposition 2-1/2" limits the property tax levy to an amount equal to 2-1/2% of the value of all taxable property in the Town. A secondary limitation is that no levy in a fiscal year may exceed the preceding year's allowable tax levy by more than 2-1/2%, plus taxes levied on certain property newly added to the tax rolls. Certain Proposition 2-1/2 taxing limitations can be overridden by a Town-wide referendum vote.

c. Inventories and Prepayments

Inventories are valued at cost using the first-in/first-out (FIFO) method. The inventories of governmental fund-type funds are not material and are recorded as expenditures when purchased.

Certain payments to vendors of the Light Department reflects costs applicable to future accounting periods and are recorded as prepayments in the proprietary fund.

d. Capital Assets

Purchased or constructed capital assets are reported at cost or estimated historical cost. Donated capital assets are recorded at estimated fair market value at the date of donation. General infrastructure assets acquired prior to July 1, 2001 consist of the roadways and curbing assets that were acquired or that received substantial improvements subsequent to July 1, 1980 and are reported at estimated historical cost using deflated replacement cost. The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized.

Capital assets are defined by the Town as assets with an initial, individual cost of more than \$5,000 and an estimated life in excess of two years. Such assets are depreciated using the straight-line method over the following estimated useful lives:

<u>Assets</u>	<u>Years</u>
Buildings	40
Building improvements	20 – 25
Vehicles and equipment	3 – 20
Water and sewer lines	50
Roadways and curbing	20

Depreciation on capital assets of the Electric Fund is computed based on statutory rates, which may be adjusted upon receiving approval from the Massachusetts Department of Telecommunications and Energy.

e. Compensated Absences

The liability for compensated absences reported in the government-wide and proprietary fund statements consist of unpaid, accumulated annual and sick leave balances. The liability has been calculated using the vesting method, in which leave amounts for both employees who currently are eligible to receive termination payments and other employees who are expected to become eligible in the future to receive such payments upon termination are included.

f. Long-term Obligations

In the government-wide financial statements, and proprietary fund types in the fund financial statements, long-term debt and other long-term obligations are reported as liabilities. Bond premiums and discounts, as well as issuance costs, are deferred and amortized over the life of the bonds using the effective interest method.

In the fund financial statements, governmental fund types recognize bond premiums, as well as bond issuance costs, during the current period. The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as revenues. Issuance costs are reported as debt service expenditures.

g. Net Assets – Water and Sewer Proprietary Funds

In accordance with Chapter 44, Section 53F1/2 of the Massachusetts General Laws, the Town accounts for its water and sewer funds as enterprise funds. The Commonwealth of Massachusetts' Department of Revenue (DOR) annually certifies the amount available for appropriation in the water and sewer enterprise funds. This amount is reported as unreserved net assets. The portion restricted by State Statute represents the amount of net assets in excess of invested in capital assets that is not available for appropriation.

h. Fund Balances – Governmental Funds

In the fund financial statements, the fund balance of the governmental funds is divided into reserved and unreserved portions. Reservations of fund balance are required if resources are not available for spending or spending is legally restricted. The Town allocates fund balance as follows:

Reserved by State Statute – The DOR annually determines the amount of the general fund available for appropriation. Based upon that calculation, this represents the amount of fund balance that is not available for appropriation.

Reserved for Encumbrances – This portion of fund balance represents the amount of unexpended appropriations carried forward to fiscal year 2004 for contracts that are still outstanding or for projects that have not yet been completed.

Reserved for Subsequent Year's Expenditures – This portion of fund balance represents the amount of fund balance voted at Town Meeting to fund fiscal year 2004 appropriations.

Unreserved Fund Balances (Undesignated) – In the general fund, this represents the amount available for appropriation as certified by the DOR. In the other governmental funds, this represents the excess or deficit of assets over liabilities and reserved fund balance.

i. Use of Estimates

In preparing the Town's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

j. Changes in Accounting Pronouncements

In fiscal 2003, the Town implemented Governmental Accounting Standards Board (GASB) Statement No.39, "Determining Whether Certain Organizations Are Component Units" and GASB Statement No. 40, "Deposit and Investment Risk Disclosures". At June 30, 2002 and 2003, there was no effect on fund balances as a result of implementing GASB Statement No. 39 or GASB Statement No. 40.

Note 2. Budgetary Information

Under the Town's charter, the budgets for all departments and operations of the Town, except that of the public schools, are prepared under the direction of the Town Manager. The School Department budget is prepared under the direction of the School Committee. The budget, as proposed by the Town Manager and School Committee, is presented to the Town's Finance Committee for review. The Finance Committee then presents its recommendations on the budget at the Annual Town Meeting in April. Town Meeting adopts a budget for the water and sewer enterprise funds, as well as the general fund operations. The legal level of budgetary control, established by Town Meeting, is the department level.

Within the adopted budget a sum is allocated to provide funding for extraordinary or unforeseen expenditures. The Finance Committee can authorize transfers from this reserve fund. Any other modifications to the budget require action by Town Meeting.

Note 3. Deposit and Investment Risk

Cash Deposits

Custodial credit risk is the risk that in the event of a bank failure, the Town's deposits may not be returned to it. The Town Treasurer's investment policy outlines acceptable depositories and limits depositories to minimize custodial credit risk. As of June 30, 2003, \$4,530,046 of the Town's bank balance of \$4,746,450 was insured by the Federal Deposit Insurance Corporation or by the Share Insurance Fund of the Co-operative Central Bank. The remaining balance of \$216,404 was uninsured and uncollateralized.

Investments

Investments as of June 30, 2003 for the Town and the Retirement Board were as follows:

<u>Type of Investment</u>	<u>Fair Value</u>
	\$
Town of Reading	
U.S. government and agency securities	9,288,521
Domestic corporate fixed-income securities	4,412,664
Domestic equities	655,554
Pooled investments:	
Money market funds	1,074,387
Equity fund – closed end	297,771
MMDT fund	35,590,371
Total Town of Reading	51,319,268
Reading Contributory Retirement Board	
PRIT fund	55,001,771
	\$
Totals	106,321,039

The U.S. government and agency securities were rated Aaa by Moody's Investors Service and AAA by Standard and Poor's. These investments have a weighted average maturity of 6.64 years. The weighted average maturity measure expresses the time when investments are due and payable in years weighted to reflect the dollar size of individual investments within an investment type.

The Town limits its purchases of domestic corporate fixed-income securities to the two top ratings issued by nationally recognized statistical rating organizations. Subsequent to the date of purchase, the credit quality of these investments has fluctuated. The credit quality and weighted average maturity of the domestic corporate fixed-income securities held by the Town on June 30, 2003 is as follows:

<u>Moody's Investors Service</u>			<u>Standard and Poor's</u>		
<u>Amount</u>	<u>Rating</u>	<u>Weighted Average Maturity (Years)</u>	<u>Amount</u>	<u>Rating</u>	<u>Weighted Average Maturity (Years)</u>
\$			\$		
408,183	Aaa	.19	408,183	AAA	.19
992,301	Aa	.16	2,249,319	AA	.52
2,275,787	A	.54	1,229,510	A	.23
635,018	Baa	.11	424,278	BBB	.01
101,375	Ba	.06	101,375	BA	.06
\$			\$		
4,412,664		1.01	4,412,664		1.01

As previously noted, the Retirement Board holds shares in the PRIT fund. These funds hold investments in derivative securities. As such the Retirement Board's investment in such funds may be exposed to a risk of loss associated with these derivative investments. In accordance with GASB Technical Bulletin 94-1, the Town is required to disclose in the notes to the financial statements that the Retirement Board holds investments in derivative securities and whether the risk of loss associated with such investments is material. The Town does not believe that any risk of material loss associated with derivative investments in PRIT's investment funds exists.

Note 4. Capital Assets

Capital asset activity for the year ended June 30, 2003 (electric utility at December 31, 2002) was as follows:

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending Balance</u>
	\$	\$	\$	\$
Government activities:				
Capital assets not being depreciated:				
Land and improvements	3,136,224	—	—	3,136,224
Construction in progress	1,097,731	2,026,117	—	3,123,848
Total capital assets not being depreciated	<u>4,233,955</u>	<u>2,026,117</u>	<u>—</u>	<u>6,260,072</u>
Capital assets being depreciated:				
Land improvements	936,845	—	—	936,845
Buildings and improvements	51,218,210	118,975	—	51,337,185
Equipment	5,179,108	39,377	(1,045,058)	4,173,427
Infrastructures	37,032,893	394,175	(1,054,480)	36,372,588
Total capital assets being depreciated	<u>94,367,056</u>	<u>552,527</u>	<u>(2,099,538)</u>	<u>92,820,045</u>
Less accumulated depreciation for:				
Land improvements	(212,356)	(31,313)	—	(243,669)
Buildings and improvements	(10,367,671)	(1,429,228)	—	(11,796,899)
Equipment	(2,991,718)	(377,941)	1,045,058	(2,324,601)
Infrastructures	(18,213,724)	(1,401,908)	1,054,480	(18,561,152)
Total accumulated depreciation	<u>(31,785,469)</u>	<u>(3,240,390)</u>	<u>2,099,538</u>	<u>(32,926,321)</u>
Capital assets being depreciated, net	<u>62,581,587</u>	<u>(2,687,863)</u>	<u>—</u>	<u>59,893,724</u>
	\$	\$	\$	\$
Governmental activities capital assets, net	<u>66,815,542</u>	<u>(661,746)</u>	<u>—</u>	<u>66,153,796</u>

Depreciation expense was charged to functions as follows:

	\$
Government activities:	
General government	65,383
Public safety	321,926
Education	1,097,103
Public works and facilities	1,644,299
Human services	34,553
Culture and recreation	77,126
	\$
Total governmental activities depreciation expense	<u>3,240,390</u>

	Beginning Balance	Additions	Reductions	Ending Balance
	\$	\$	\$	\$
Business-type activities:				
Capital assets not being depreciated:				
Land and improvements	183,584	—	—	183,584
Buildings and improvements	—	136,480	—	136,480
Electric utility – land and construction in progress	1,265,842	—	—	1,265,842
Total capital assets not being depreciated	1,449,426	136,480	—	1,585,906
Capital assets being depreciated:				
Land improvements	83,916	—	—	83,916
Buildings and improvements	6,564,362	6,100	(23,176)	6,547,286
Equipment	1,094,432	475,245	(275,082)	1,294,595
Infrastructures	11,453,022	772,900	—	12,225,922
Electric utility – other capital assets	80,568,679	4,753,764	(1,053,237)	84,269,206
Total capital assets being depreciated	99,764,411	6,008,009	(1,351,495)	104,420,925
Less accumulated depreciation for:				
Land improvements	(24,700)	(2,420)	—	(27,700)
Buildings and improvements	(3,545,741)	(346,086)	23,176	(3,868,651)
Equipment	(483,790)	(83,364)	275,082	(292,072)
Infrastructures	(5,353,022)	(262,057)	—	(5,615,079)
Electric utility – other capital assets	(33,387,519)	(4,028,436)	1,045,629	(36,370,326)
Total accumulated depreciation	(42,794,772)	(4,722,363)	1,343,887	(46,173,248)
Capital assets being depreciated, net	56,969,639	1,285,646	(7,608)	58,247,677
	\$	\$	\$	\$
Business-type activities capital assets, net	58,419,065	1,422,126	(7,608)	59,833,583

Depreciation expense was charged to functions as follows:

	\$
Business-type activities:	
Water	465,613
Sewer	228,314
Electric	4,028,436
	\$
Total business-type activities depreciation expense	4,722,363

Note 5. Long-term Obligations

The following is a summary of the changes in the Town's long-term obligation for the year ended June 30, 2003 (electric fund at December 31, 2002):

	Balance Beginning Of Year	Incurred Or Issued	Satisfied Or Matured	Balance End Of Year	Amounts Due Within One Year
	\$	\$	\$	\$	\$
Governmental activities:					
Compensated absences payable	2,045,879	—	128,970	1,916,909	166,601
General obligation bonds payable	31,312,000	—	2,379,000	28,933,000	2,369,000
Unamortized premiums on bonds	104,985	—	7,316	97,669	—
Landfill closure and postclosure care costs	6,000,000	—	6,000,000	—	—
	<u>\$ 39,462,864</u>	<u>\$ —</u>	<u>\$ 8,515,286</u>	<u>\$ 30,947,578</u>	<u>\$ 2,535,601</u>
	\$	\$	\$	\$	\$
Business-type activities:					
Water and sewer funds:					
Compensated absences payable	45,971	2,994	—	48,965	—
Loans payable (Note 7)	264,380	—	132,190	132,190	132,190
Electric fund:					
Compensated absences payable	1,680,148	197,277	150,051	1,727,374	16,000
General obligation bonds payable	6,353,000	—	1,066,000	5,287,000	1,081,000
	<u>\$ 8,343,499</u>	<u>\$ 200,271</u>	<u>\$ 1,348,241</u>	<u>\$ 7,195,529</u>	<u>\$ 1,229,190</u>

Note 6. Short-term Debt

Subject to state laws, the Town is authorized to issue general obligation debt on a temporary basis. The following classes of short-term loans can be issued:

Tax anticipation notes (TANs) – This debt is issued to provide funding for operations during lean periods in a fiscal cycle. They are repaid from subsequent collections of taxes or other revenues.

Bond anticipation notes (BANs) - This debt is issued to provide initial funding for capital projects. They are generally redeemed from the proceeds of the sale of bonds.

Grant anticipation notes (GANs) – This debt is issued to provide funding for projects in anticipation of reimbursement from federal or state grants. They are repaid from subsequent distributions from the federal or state agency.

Short-term debt activity for the year ended June 30, 2003, was as follows:

<u>Bond Anticipation Notes</u>	Balance Beginning Of Year	Issued	Redeemed	Balance End Of Year
	\$	\$	\$	\$
Governmental activities:				
Elementary School	800,000	6,500,000	—	7,300,000
High School	400,000	700,000	—	1,100,000
Other purposes	685,000	—	—	685,000
Business-type activities:				
Water main	—	600,000	—	600,000
	<u>\$ 1,885,000</u>	<u>\$ 7,800,000</u>	<u>\$ —</u>	<u>\$ 9,685,000</u>

Note 7. Loans Payable

In 1999 the Town received a \$660,950 interest free loan from the MWRA to fund a sewer construction project. At June 30, 2003 the amount outstanding was \$132,190. The loan is payable in equal installments through fiscal year 2004.

Note 8. General Obligation Bonds Payable

The outstanding governmental activities bonds were issued for the construction and renovation of school buildings and the acquisition of land for the construction of a police station. The bonds bear interest from 4.0% to 5.8% and are due in annual installments ranging from \$2,369,000 to \$470,000 through February 1, 2021.

The outstanding business-type activities bonds were issued for electric plant purposes. The bonds bear interest from 4.5% to 6.0% and are due in annual installments ranging from \$846,000 to \$550,000 through September 1, 2009.

The annual requirements to amortize all general obligation bonds payable outstanding as of June 30, 2003, including interest, are as follows (electric bonds at June 30, 2003, reflect a principal payment of \$235,000 on February 15, 2003):

Year Ending June 30,	Governmental Activities		Business-type Activities		Total	
	Principal	Interest	Principal	Interest	Principal	Interest
	\$	\$	\$	\$	\$	\$
2004	2,369,000	1,323,099	846,000	222,404	3,215,000	1,545,503
2005	2,359,000	1,222,831	846,000	183,002	3,205,000	1,405,833
2006	2,295,000	1,123,522	855,000	143,014	3,150,000	1,266,536
2007	2,310,000	1,024,287	855,000	100,863	3,165,000	1,125,150
2008	2,250,000	922,916	550,000	65,862	2,800,000	988,778
2009 – 2013	9,575,000	3,164,717	1,100,000	53,074	10,675,000	3,217,791
2014 – 2018	6,365,000	1,161,434	—	—	6,365,000	1,161,434
2019 – 2021	1,410,000	141,000	—	—	1,410,000	141,000
	\$	\$	\$	\$	\$	\$
	28,933,000	10,083,806	5,052,000	768,219	33,985,000	10,852,025

The Commonwealth of Massachusetts has approved school construction assistance to the Town. The assistance program, which is administered by the School Building Assistance Bureau (SBAB), provides resources for future debt service of general obligation school bonds outstanding. These resources are subject to annual appropriation by the state legislature and the Town's compliance with certain reporting requirements. During 2003, the Town received \$1,678,534 of such assistance.

The Town is subject to a dual level general debt limit; the normal debt limit and the double debt limit. Such limits are equal to 5% and 10%, respectively, of the valuation of taxable property in the Town as last equalized by the Commonwealth's Department of Revenue. Additionally, there are many categories of general obligation debt, which are exempt from the debt limit but are subject to other limitations.

The authorized and unissued debt at June 30, 2003, is as follows:

	\$
Barrows Elementary School	7,100,000
Elementary School	11,600,000
High School	54,755,000
Acquisition of land	235,000
Water main	1,000,000
	\$
	74,690,000

As of June 30, 2003, the Town may issue approximately \$128,797,140 of additional general obligation debt under the normal debt limit. The Town has approximately \$28,137,000 of debt exempt from the debt limit.

The Town pays assessments, which include debt service payments to other local governmental units providing services within the Town's boundaries (commonly referred to as overlapping debt). The following summary sets forth the long-term debt of each entity at June 30, 2003, the estimated share of such debt being serviced by the Town and the total of its share of estimated indirect debt.

	Long-term Debt Outstanding (Unaudited)	Town's Estimated Share	Town's Estimated Indirect Debt
Massachusetts Water Resources Authority	\$ 3,453,511,000	1.050%	\$ 36,275,000
Northeast Metropolitan Regional Vocational School District	280,000	2.007%	5,620
	<u>\$ 3,453,791,000</u>		<u>\$ 36,280,620</u>

Note 9. Inter-fund Transfers

Operating transfers constitute the transfer of resources from the fund that receives the resources to the fund that utilizes them. The following table summarizes operating transfers for the year ended June 30, 2003.

	General	Non-major Governmental	Electric	Workers' Compensation
	\$	\$	\$	\$
Source / purpose of transfer:				
Sale of lots / cemetery	10,000	(10,000)	—	—
Sale of real estate / debt service	46,700	(46,700)	—	—
Reading Ice Arena Authority / public works operations	204,163	(204,163)	—	—
Earnings distribution / operations	1,779,597	—	(1,779,597)	—
Workers' compensation trust	116,527	—	—	(116,527)
	<u>\$ 2,156,987</u>	<u>\$ (260,863)</u>	<u>\$ (1,779,597)</u>	<u>\$ (116,527)</u>

Note 10. Intergovernmental Expenditure Deficits

The Commonwealth of Massachusetts assesses the Town for the cost of several programs administered by State agencies. The Town is notified of the estimated cost of these programs and incorporates these assessments into its operating budget. The actual payments made by the Town will vary from the original estimates. During fiscal year 2003 the actual charges in the aggregate exceeded the estimated assessments by \$47,658.

Note 11. Capital Projects Funds Deficits

Capital projects have been funded by the issuance of bond anticipation notes. Deficit fund balances arise because the bond anticipation notes are presented as a liability of the fund receiving the proceeds. The Town intends to reduce these deficits by subsequent appropriations and will eliminate the remaining deficits by the issuance of long-term debt. The detail of these deficits on June 30, 2003 is as follows:

	\$
Land acquisition	235,000
Barrows School renovations	588,957
Elementary school construction	1,508,457
High School	1,026,434
	<u>\$ 3,358,848</u>

Note 12. Risk Management

The Town is exposed to various risks of loss related to employee health insurance, workers' compensation, unemployment and general liability, property and casualty claims. The liability for threatened or pending claims or lawsuits against the Town with respect to such risk is not material to the financial statements.

The Town is a member of the Massachusetts Interlocal Insurance Association, Inc (MIIA). MIIA is a public-entity risk pool that provides insurance services to cities, towns and other governmental entities of the Commonwealth of Massachusetts. The Town participates in the three insurance programs offered by MIIA. These risk pools are as follows:

MIIA Workers' Compensation Group, Inc - This program provides coverage and risk management services for the Town's workers' compensation. The Workers' Compensation Group program is fully insured for which the Town pays premiums.

MIIA Property and Casualty Group, Inc - This program provides the Town with property and casualty coverage.

MIIA Health Benefits Trust - This program provides health care coverage for the Town's employees and retirees. The Health Benefits Trust assesses premiums which are shared by the Town and its employees and retirees. The Health Benefits Trust is self-sustaining through member premiums and reinsures through commercial companies for stop loss insurance.

The Town is self-insured for unemployment benefits. Payments for claims totaling \$78,167 were made during the year ended June 30, 2003. The liability for claims filed but unpaid is not material.

During the year, expenditures for claims and judgments, excluding health, workers' compensation and unemployment benefits were \$623 and were recorded in the general fund.

Chapter 258 of the Massachusetts General Laws limits general liability to \$100,000 per claim in all matters except actions relating to federal / civil rights, eminent domain and breach of contract.

Note 13. Pension Plan**Plan Description**

The Town contributes to the Retirement Board, a cost sharing, multi-employer, public employee retirement system that acts as the investment and administrative agent for the Town and the Reading Housing Authority. The Retirement Board provides retirement, disability, and death benefits to plan members and beneficiaries. The Retirement Board is a member of the Massachusetts Contributory System.

With the exception of teachers and school nurses, the Retirement Board covers all permanent, full-time employees. The Commonwealth of Massachusetts Teachers Retirement Board, to which the Town does not contribute, covers public school teachers and school nurses.

Membership

Membership in the Retirement Board consisted of the following at June 30, 2003:

Active participants:	
Vested employees	210
Nonvested employees	139
Inactive members	21
	<hr/>
	370
Retired participants:	
Pensioners	282
Beneficiaries	46
	<hr/>
	328
Totals	<hr/>
	698

Contribution

Plan members are required to contribute to the Retirement Board. Active members must contribute between 5% and 11% of their regular gross compensation depending on the date upon which their membership began. Participating employers are required to pay into the Retirement Board their share of the remaining system-wide actuarially determined contribution and plan administration costs, which are apportioned among the employers based on the actuarial valuation. The Commonwealth of Massachusetts funded the cost-of-living increases granted from July 1, 1981 to June 30, 1998. The retirement Board is responsible for cost-of-living adjustments granted after July 1, 1998. The Town's contributions to the retirement Board for the years ended June 30, 2003, 2002 and 2001 were \$3,033,800, \$2,975,600 and \$2,906,400, respectively, which equaled its required contribution for each year.

Legally Required Reserve Accounts

The balances in the Retirement Board's legally required reserves (on the statutory basis of accounting) at June 30, 2003 are as follows:

<u>Description</u>	<u>Amount</u>	<u>Purpose</u>
	\$	
Annuity Savings Fund	14,984,382	Active members' contribution balance
Annuity Reserve Fund	5,415,155	Retired members' contribution account
Military Service Credit	9,185	Members' contribution account while on military leave
Pension Reserve Fund	34,456,592	Amount accumulated to fund future retirement benefits
	\$	
	<u>54,865,314</u>	

All reserve accounts are funded at levels required by state statute.

Investment Concentration

Substantially all the assets of the Retirement Board are invested in PRIT. It consists of two investment funds, the Capital Fund and the Cash Fund. The Capital Fund serves as the long-term asset portfolio and includes stocks, bonds, international investments, real estate and other alternative investments. The Cash Fund consists of short-term investments, which are used to meet the liquidity requirements of participating retirement boards.

Note 14. Post-employment Health Benefits

In addition to the pension benefits described in Note 13, the Town provides post-employment health care benefits, in accordance with State statutes and within the limits provided in Town policy, to employees who retire from the Town. The following limit pertains: Retiring employees who did not have health insurance through the Town when retiring may not obtain it except that within ten years of retirement, they may opt to join the Town's group plan on March 1st of the even numbered years only. Currently approximately 500 retirees, Medicare eligible spouses and surviving spouses are insured through the Town's health insurance plans. The percentage paid by the Town fluctuates based on collective bargaining agreements. As of June 30, 2003, the Town pays 70% of the premiums for medical and hospitalization insurance incurred by pre-Medicare retirees and their dependents. The Town also pays 70% of the premiums for a Medicare supplement for each retiree eligible for Medicare and 70% of the insurance premiums for said retiree's dependents. The Town's share of the total cost for the year ended June 30, 2003, was approximately \$1,450,000.

Note 15. Jointly Governed Organization

The Northeast Metropolitan Regional Vocational School District (NMRVSD) was created to provide vocational education for students in grades 9-12. The Town is one of twelve municipalities that participate in the NMRVSD. The NMRVSD's School Committee is comprised of one member from each participating municipality. As of October 1, 2002, the NMRVSD had a total enrollment of 1,132 pupils of which 22 pupils were from the Town. The Town's fiscal year 2003 assessment was \$156,946. Additional information can be obtained from the NMRVSD at 100 Hemlock Road, Wakefield, MA 01880.

Note 16. Purchase Power Agreements

Massachusetts Municipal Wholesale Electric Company

The Town of Reading acting through its Light Department is a Participant in certain Projects of the Massachusetts Municipal Wholesale Electric Company (MMWEC).

MMWEC is a public corporation and a political subdivision of the Commonwealth of Massachusetts created as a means to develop a bulk power supply for its Members and other utilities. MMWEC is authorized to construct, own or purchase ownership interests in and to issue revenue bonds to finance electric facilities (Projects). MMWEC has acquired ownership interests in electric facilities operated by other utilities and also owns and operates its own electric facilities. MMWEC sells all of the capability (Project Capability) of each of its Projects to its Members and other Utilities (Project Participants) under Power Sales Agreements (PSAs). Among other things, the PSAs require each Project Participant to pay its pro rata share of MMWEC's costs related to the Project, which costs include debt service on the revenue bonds issued by MMWEC to finance the Project, plus 10% of MMWEC's debt service to be paid into a Reserve and Contingency Fund. In addition, should any Project Participant fail to make any payment when due, other Project Participants may be required to increase (step-up) their payments and correspondingly their Participant's share of the Project Capability to an additional amount not to exceed 25% of their original Participant's share of the Project Capability. Project Participants have covenanted to fix, revise, and collect rates at least sufficient to meet their obligations under the PSAs.

MMWEC has eight Projects. MMWEC originally financed all eight Projects through the issuance of multiple series of revenue bonds under a General Bond Resolution adopted by MMWEC in 1976 (GBR). Security for these included a pledge of the revenues derived by MMWEC from all its Project PSAs, without regard to Project or series of bonds. In 2001, through a refinancing of all its outstanding bonds, MMWEC amended and restated its GBR to eliminate this "joint-pledge" of revenues. In refinancing its debt, MMWEC issued a separate issue of bonds for each of the eight Projects, which are payable solely from, and secured solely by, the revenues derived from the Project to which such issue relates plus available funds pledged under the Amended and Related GBR with respect to the bonds of such issue. The MMWEC revenues derived from each project are used solely to provide for payment of the bonds of any bond issue relating to such Project and to pay MMWEC's cost of owning and operating such Project and are not used to provide for the payment of the bonds of any bond issue relating to any other Project.

MMWEC operates the Stony Brook Intermediate Project and Stony Brook Peaking Project fossil-fueled power plants. MMWEC has a 22.7 MW interest in the W.F. Wyman Unit No. 4 plant, owned and operated by subsidiaries of Florida Power and Light and a 4.8% ownership interest in the Millstone Unit 3 nuclear unit operated by Dominion Nuclear Connecticut, Inc. (DNCI) a subsidiary of Dominion Resources, Inc. DNCI has stated its intention to file an application with the Nuclear Regulatory Commission (NRC) for an extension of the Millstone Unit 3 operating license, which currently will expire in 2025. DNCI has not yet filed its application with the NRC.

MMWEC's 11.6% ownership interest in the Seabrook Station nuclear generating unit represents a substantial portion of its plant investment and financing program. In November 1, 2002, an indirect subsidiary of FPL Group Inc., FPL Energy Seabrook, purchased an approximate 88% share in the Seabrook nuclear plant from seven other owners. MMWEC is now one of three, minority non-operating owners of Seabrook Station.

Pursuant to the PSAs the MMWEC Seabrook and Millstone Project Participants are liable for their proportionate share of the costs associated with decommissioning the plants, which are being funded through monthly Project billings. The Project Participants are also liable for their proportionate share of the uninsured costs of a nuclear incident that might be imposed under the Price-Andersen Act. By its terms, the Price-Andersen Act expired in August 2002. Congress is currently considering extending the Act.

In November 1997, the Commonwealth of Massachusetts enacted legislation effective March 1, 1998 to restructure the electric utility industry. MMWEC and the municipal light departments, including the Massachusetts Project Participants, are not specifically subject to the legislation. However, it is management's belief that industry restructuring and customer choice promulgated by the legislation will have an effect on MMWEC and the Participant's operations.

The Light Department has entered into PSAs and the PPAs with MMWEC. Under both the PSAs and the PPAs, the Light Department is required to make certain payments to MMWEC solely from Light Department's revenues. Under the PSAs, each Participant is unconditionally obligated to make payments due to MMWEC whether or not the Project(s) is completed or operating and notwithstanding the suspension or interruption of the output of the Project(s).

MMWEC is involved in various legal actions. In the opinion of management, the outcome of such litigation or claims will not have a material adverse effect on the financial position of the company.

As of June 30, 2003, total capital expenditures amounted to \$1,502,255,000, of which \$107,817,000 represents the amount associated with the Light Department's Project Capability. MMWEC's debt outstanding for the Projects from Power Supply System Revenue Bonds totals \$990,000,000, of which \$62,541,000 is associated with the Light Department's share of Project Capability. As of June 30, 2003, MMWEC's total future debt service requirement on outstanding bonds issued for the Projects is \$1,261,919,000, of which \$75,343,000 is anticipated to be billed to the Light Department in the future.

The aggregate amount of the Light Department's required payments under the PSAs and PPAs, exclusive of the Reserve and Contingency Fund billings, through MMWEC at June 30, 2003 and estimated for future years is shown below.

Year ending June 30,	\$
2004	8,501,000
2005	8,335,000
2006	7,499,000
2007	7,359,000
2008	6,495,000
Thereafter	<u>37,154,000</u>
	\$
Total	<u>75,343,000</u>

In addition, the Light Department is required to pay its share of the operation and maintenance (O&M) costs of the Projects in which it participates. The Light Department's total O&M costs including debt service under the PSAs were \$19,555,000 and \$16,637,000 for the years ended June 30, 2003 and 2002, respectively.

Other Purchase Power Obligations

In addition to its agreements through MMWEC, the Light Department has entered into agreements to purchase power from Boston Edison Company, Hydro-Quebec, New York Power Authority, Northeast Utilities and Calpine Energy Services LP, under contracts with terms ranging from three to seventeen years. Under these contracts the Light Department is required to make purchases based on an entitlement percentage or contract demand.

The following is a schedule by years of the aggregate amount of such required purchases as of June 30, 2003:

	\$
2004	16,518,068
2005	16,835,402
2006	15,213,530
2007	14,643,998
Thereafter	<u>5,909,394</u>
	\$
Total	<u>69,120,392</u>

Purchase power expense under these agreements was \$17,765,622 in fiscal year 2003 and \$16,895,717 in fiscal year 2002.

Note 17. Landfill Closure and Postclosure Care Costs

On March 7, 2003 the Town sold its landfill site to Dickinson Development Corporation (Dickinson) of Quincy, Massachusetts for \$3,000,000. Under the agreement, Dickinson will assume the financial responsibility for the closure of the landfill in coordination with its development of the property. However, in accordance with an Administrative Consent Order agreement between the Town, Dickinson and the Massachusetts Department of Environmental Protection the Town retains contingent liability for the closure of the landfill. Compliant with the Administrative Consent Order, the Town established an enterprise fund with the proceeds from the sale of the property to ensure funding for the closure of the property. Subject to the Massachusetts Department of Environmental Protection approval, the proceeds from the sale of the property will be transferred to the Town's sale of real estate fund as Dickinson reaches certain benchmarks. Dickinson is also required to make an annual contribution of \$37,000 for the costs incurred to monitor and maintain the landfill site for 30 years after the landfill cover is installed.

The Town estimated the landfill closure and postclosure care costs to be approximately \$6,000,000, which is included as a long-term liability in the statement of net assets on June 30, 2002. As Dickinson has assumed the responsibility for the costs related to close the landfill and for the costs incurred to maintain the developed site, the Town eliminated this liability in fiscal year 2003.

Note 18. Water System Improvements

In November 2003, Town Meeting will be asked to provide funding for the design phase of upgrading the Town's water treatment plant in order to meet new regulations and modernize the facility. The total cost of the improvements to the plant is estimated at \$14.3 million. The Town is also seeking the approval of the Massachusetts Water Resources Authority to provide the Town with a portion of its water supply needs. This will reduce the Town's withdrawals from the Ipswich River Watershed, thereby reducing the stress on the Ipswich River. The Town's connection to the Massachusetts Water Resources Authority is estimated at \$3.2 million.

The improvements to the water treatment plant and the connection to the Massachusetts Water Resources Authority will be phased in over time and financed through long-term debt. Revenues generated from the ratepayers will be used to retire the debt.

Town of Reading, Massachusetts
 Budgetary Comparison Schedule - General Fund
 Required Supplementary Information
 For the Year Ended June 30, 2003

	<u>Budgeted Amount</u>		<u>Actual Amounts (Budgetary Basis)</u>	<u>Variance with Final Budget Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
Resources (inflows):				
Property taxes	\$ 32,217,570	32,217,570	32,376,023	158,453
Excise taxes	2,650,000	2,650,000	2,838,606	188,606
Penalties and interest on taxes	150,000	150,000	208,544	58,544
Payments in lieu of taxes	210,000	210,000	239,609	29,609
Charges for services	1,125,000	1,125,000	1,236,662	111,662
Licenses and permits	50,000	50,000	58,528	8,528
Intergovernmental	12,164,355	12,164,355	11,955,705	(208,650)
Special assessments	5,000	5,000	7,892	2,892
Fines	95,000	95,000	100,240	5,240
Investment income	325,000	325,000	273,475	(51,525)
Other	—	—	86,962	86,962
Transfers from other funds	2,040,460	2,040,460	2,156,987	116,527
Total resources	<u>51,032,385</u>	<u>51,032,385</u>	<u>51,539,233</u>	<u>506,848</u>
Charges to appropriation (outflows):				
General government	2,312,010	2,353,772	2,227,256	126,516
Public safety	6,085,400	5,998,688	5,958,899	39,789
Education	27,459,094	27,452,753	27,441,737	11,016
Public works and facilities	3,308,689	3,561,712	3,363,022	198,690
Human services	293,263	284,129	280,465	3,664
Culture and recreation	867,606	844,890	843,448	1,442
Employee benefits	6,941,133	6,934,133	6,802,682	131,451
Intergovernmental	563,416	563,416	611,074	(47,658)
Debt service	3,893,252	4,047,456	3,897,129	150,327
Total charges to appropriations	<u>51,723,863</u>	<u>52,040,949</u>	<u>51,425,712</u>	<u>615,237</u>
Excess (deficiency) of resources over charges to appropriations	(691,478)	(1,008,564)	113,521	1,122,085
Fund balance allocation	<u>678,149</u>	<u>1,008,564</u>	<u>—</u>	<u>—</u>
Excess (deficiency) of resources over charges to appropriations	<u>\$ (13,329)</u>	<u>—</u>	<u>113,521</u>	<u>1,122,085</u>

The notes to the required supplementary information are an integral part of this schedule.

TOWN OF READING, MASSACHUSETTS

Notes to the Required Supplementary Information

June 30, 2003

Note A. Explanation of Differences between Budgetary Inflows and Outflows and GAAP Revenues and Expenditures – General Fund**Budgetary inflows and GAAP revenues**

	\$
Actual amounts (budgetary basis) "total resources" from the budgetary comparison schedule (page 38)	51,539,233
Differences – budget to GAAP:	
Property taxes are reported as a budgetary resource on the cash basis, rather than on the modified accrual basis.	(5,000)
Motor vehicle excise taxes are reported as a budgetary resource on the cash basis, rather than on the modified accrual basis.	15,000
Investment income is reported as a budgetary resource on the cash basis, rather than on the accrual basis.	(15,573)
Transfers from other funds are inflows of budgetary resources but are not revenues for financial reporting purposes.	(2,156,987)
Total revenues as reported on the statement of revenues, expenditures, and changes in fund balance (page 14)	\$ <u>49,376,673</u>

Budgetary outflows and GAAP expenditures

	\$
Actual amounts (budgetary basis) "total charges to appropriation" from the budgetary comparison schedule (page 38)	51,425,712
Differences – budget to GAAP:	
Interest on bond anticipation notes is budgeted on the cash basis, rather than on the accrual basis.	(6,156)
Encumbrances for commitments related to unperformed contracts are reported as charges to appropriations for budgetary purposes and are recorded when the contracts are performed for financial statement purposes:	
Prior year encumbrances expended in fiscal year 2003	444,647
Current year encumbrances reported as charges to appropriations for budget purposes	(317,259)
Total expenditures as reported on the statements of revenues, expenditures and changes in fund balance (page 14)	\$ <u>51,546,944</u>

TOWN OF READING, MASSACHUSETTS

Reading Contributory Retirement Board

Required Supplementary Information

Schedule of Funding Progress
(dollars in thousands)

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) (b)	Unfunded AAL (UAAL) (b - a)	Funding Ratio (a / b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll ((b - a) / c)
	\$	\$	\$	%	\$	%
30-Jun-98	39,196	65,547	26,351	59.8	14,248	185.0
30-Jun-99	48,158	74,903	26,745	64.3	15,118	176.9
30-Jun-00	54,076	78,486	24,410	68.9	15,798	154.5
30-Jun-01	58,286	82,550	24,264	70.6	16,129	150.4
30-Jun-02	60,933	86,888	25,955	70.1	16,855	153.4
30-Jun-03	62,897	91,302	28,405	68.9	16,734	167.7

Notes to Schedule

Additional information as of the latest actuarial valuation follows:

Valuation date:	June 30, 2003
Actuarial cost method:	Entry age normal cost
Amortization method:	Payments calculated to increase at 1.5% per year
Remaining amortization period	23 years
Asset valuation method:	Sum of the actuarial value at beginning of year, contributions, and investment earnings based on the actuarial interest assumptions less benefit payments plus 20% of market value at end of year in excess of that sum, plus additional adjustments toward market value as necessary so that final actuarial value is within 20% of market value.
Actuarial assumptions:	
Investment rate of return	8.00%
Projected salary increases	6.00%
Cost-of-living adjustment	Cost of living adjustments granted after July 1, 1998 are the responsibility of the Reading Contributory Retirement Board. Adjustments granted from July 1, 1981 to June 30, 1998 are funded by Commonwealth of Massachusetts

TOWN OF READING, MASSACHUSETTS

Reading Contributory Retirement Board

Required Supplementary Information

Schedule of Contributions from Employers

<u>Year Ended June 30</u>	<u>Annual Required Contribution</u> \$	<u>Percentage Contributed</u> %
1998	2,177,800	123.3
1999	2,818,400	101.3
2000	2,893,800	100.3
2001	2,910,900	100.0
2002	2,980,400	100.0
2003	3,051,200	100.0

Town of Reading, Massachusetts
Combining Balance Sheet
Nonmajor Governmental Funds
June 30, 2003

	<u>Special Revenue</u>				
	<u>School Funds</u>	<u>Other Funds</u>	<u>Capital Projects Funds</u>	<u>Permanent Funds</u>	<u>Total</u>
ASSETS					
Cash and cash equivalents	\$ 486,881	1,125,539	6,387,145	—	7,999,565
Investments	—	5,417,677	—	1,903,105	7,320,782
Receivables:					
Special assessment	—	7,616	—	—	7,616
Other governments	4,140	16,159	73,349	—	93,648
Other	—	—	—	600	600
Total assets	<u>\$ 491,021</u>	<u>6,566,991</u>	<u>6,460,494</u>	<u>1,903,705</u>	<u>15,422,211</u>
LIABILITIES AND FUND BALANCES					
Liabilities:					
Warrants and accounts payable	\$ 34,645	118,677	730,228	—	883,550
Accrued payroll payable	69,780	—	—	—	69,780
Deferred revenue	—	7,616	—	—	7,616
Notes payable	—	—	9,085,000	—	9,085,000
Total liabilities	<u>104,425</u>	<u>126,293</u>	<u>9,815,228</u>	<u>—</u>	<u>10,045,946</u>
Fund balances:					
Reserved for:					
Subsequent year's expenditures	—	126,074	—	—	126,074
Other purposes	—	—	—	1,903,705	1,903,705
Unreserved	<u>386,596</u>	<u>6,314,624</u>	<u>(3,354,734)</u>	<u>—</u>	<u>3,346,486</u>
Total fund balances (deficit)	<u>386,596</u>	<u>6,440,698</u>	<u>(3,354,734)</u>	<u>1,903,705</u>	<u>5,376,265</u>
Total liabilities and fund balances	<u>\$ 491,021</u>	<u>6,566,991</u>	<u>6,460,494</u>	<u>1,903,705</u>	<u>15,422,211</u>

Town of Reading, Massachusetts
Combining Statement of Revenues, Expenditures and Changes in Fund Balances
Nonmajor Governmental Funds
For The Year Ended June 30, 2003

	<u>Special Revenue</u>		<u>Capital Projects</u>	<u>Permanent</u>	
	<u>Funds</u>	<u>Funds</u>	<u>Funds</u>	<u>Funds</u>	<u>Total</u>
Revenues:					
Payments in lieu of taxes	\$ —	116,074	—	—	116,074
Charges for services	1,296,178	963,184	—	—	2,259,362
Intergovernmental	1,221,136	362,924	358,122	—	1,942,182
Special assessments	—	8,430	—	—	8,430
Fines	—	850	—	—	850
Investment income	—	360,529	—	95,579	456,108
Contributions and bequests	—	123,608	—	89,729	213,337
Miscellaneous	26,835	425,248	—	—	452,083
Total revenues	<u>2,544,149</u>	<u>2,360,847</u>	<u>358,122</u>	<u>185,308</u>	<u>5,448,426</u>
Expenditures:					
Current:					
General government	—	62,870	—	—	62,870
Public safety	—	716,240	—	—	716,240
Education	2,725,579	8,775	—	—	2,734,354
Public works and facilities	—	199,077	—	—	199,077
Human services	—	221,589	—	—	221,589
Culture and recreation	—	649,661	—	—	649,661
Capital outlay	—	—	2,401,363	—	2,401,363
Total expenditures	<u>2,725,579</u>	<u>1,858,212</u>	<u>2,401,363</u>	<u>—</u>	<u>6,985,154</u>
Excess of revenues over expenditures	<u>(181,430)</u>	<u>502,635</u>	<u>(2,043,241)</u>	<u>185,308</u>	<u>(1,536,728)</u>
Other financing sources (uses):					
Bonds issued	—	—	—	—	—
Operating transfers in (out)	<u>—</u>	<u>(166,110)</u>	<u>—</u>	<u>(94,753)</u>	<u>(260,863)</u>
Total other financing sources and (uses)	<u>—</u>	<u>(166,110)</u>	<u>—</u>	<u>(94,753)</u>	<u>(260,863)</u>
Excess (deficiency) of revenues over expenditures and other financing sources and (uses)	<u>(181,430)</u>	<u>336,525</u>	<u>(2,043,241)</u>	<u>90,555</u>	<u>(1,797,591)</u>
Fund balances (deficit) - beginning	<u>568,026</u>	<u>6,104,173</u>	<u>(1,311,493)</u>	<u>1,813,150</u>	<u>7,173,856</u>
Fund balances (deficit) - ending	<u>\$ 386,596</u>	<u>6,440,698</u>	<u>(3,354,734)</u>	<u>1,903,705</u>	<u>5,376,265</u>

Town of Reading, Massachusetts
Combining Statement of Net Assets
Nonmajor Enterprise Funds
June 30, 2003

	<u>Business-type Activities - Enterprise Funds</u>			
	<u>Water</u>	<u>Sewer</u>	<u>Landfill Closure and Postclosure</u>	<u>Total</u>
ASSETS				
Current assets:				
Cash and cash equivalents	\$ 3,408,047	2,007,373	3,085,029	8,500,449
Receivables (net):				
User charges	695,170	947,515	—	1,642,685
Liens	26,067	25,735	—	51,802
Deferrals	736	1,195	—	1,931
Special assessments	—	84,391	—	84,391
Inventories and prepayments	100,944	—	—	100,944
Total current assets	<u>4,230,964</u>	<u>3,066,209</u>	<u>3,085,029</u>	<u>10,382,202</u>
Noncurrent assets:				
Capital assets	9,945,461	10,526,322	—	20,471,783
Less accumulated depreciation	<u>(4,863,103)</u>	<u>(4,939,819)</u>	<u>—</u>	<u>(9,802,922)</u>
Total noncurrent assets	<u>5,082,358</u>	<u>5,586,503</u>	<u>—</u>	<u>10,668,861</u>
Total assets	<u>9,313,322</u>	<u>8,652,712</u>	<u>3,085,029</u>	<u>21,051,063</u>
LIABILITIES				
Current liabilities:				
Warrants and accounts payable	162,550	24,912	—	187,462
Interest on notes payable	3,506	—	—	3,506
Performance deposit	—	—	74,000	74,000
Loans payable	—	132,190	—	132,190
Notes payable	600,000	—	—	600,000
Total current liabilities	<u>766,056</u>	<u>157,102</u>	<u>74,000</u>	<u>997,158</u>
Noncurrent liabilities:				
Compensated absences	44,255	4,710	—	48,965
Total liabilities	<u>810,311</u>	<u>161,812</u>	<u>74,000</u>	<u>1,046,123</u>
NET ASSETS				
Invested in capital assets, net of related debt	4,535,770	5,454,313	—	9,990,083
Restricted by state statute	2,339,648	1,948,935	3,011,029	7,299,612
Unreserved	1,627,593	1,087,652	—	2,715,245
Total net assets	<u>\$ 8,503,011</u>	<u>8,490,900</u>	<u>3,011,029</u>	<u>20,004,940</u>

Town of Reading, Massachusetts
Combining Statement of Revenues, Expenditures and Changes in Fund Net Assets
Nonmajor Enterprise Funds
For The Year Ended June 30, 2003

	Business-type Activities - Enterprise Funds			Total
	Water	Sewer	Landfill Closure and Postclosure	
Operating revenues:				
Charges for services	\$ 2,712,299	3,628,709	—	6,341,008
Special assessments	—	13,463	—	13,463
Reimbursement for damages	100,000	—	—	100,000
Total operating revenues	2,812,299	3,642,172	—	6,454,471
Operating expenses:				
Salaries, wages and employee benefits	1,181,566	407,984	—	1,589,550
Energy purchases	166,972	20,724	—	187,696
Intergovernmental	101,728	2,866,466	—	2,968,194
Depreciation	465,613	228,314	—	693,927
Other operating costs	707,245	123,994	—	831,239
Total operating expenses	2,623,124	3,647,482	—	6,270,606
Operating income	189,175	(5,310)	—	183,865
Nonoperating revenues:				
Proceeds from sale of property	—	—	3,000,000	3,000,000
Investment income	17,179	14,368	11,029	42,576
Interest expense	(3,506)	—	—	(3,506)
Total nonoperating revenues	13,673	14,368	3,011,029	3,039,070
Changes in net assets	202,848	9,058	3,011,029	3,222,935
Net assets - beginning	8,300,163	8,481,842	—	16,782,005
Net assets - ending	\$ 8,503,011	8,490,900	3,011,029	20,004,940

Town of Reading, Massachusetts
Combining Statement of Cash Flows
Nonmajor Enterprise Funds
For The Year Ended June 30, 2003

	Business-type Activities - Enterprise Funds			Total
	Water	Sewer	Landfill Closure and Postclosure	
Cash flows from operating activities:				
Receipts from customers	\$ 2,900,705	3,766,573	—	6,667,278
Payments to employees	(921,237)	(318,160)	—	(1,239,397)
Payments for employee benefits	(257,378)	(89,779)	—	(347,157)
Payments for supplies and services	(1,065,709)	(174,486)	—	(1,240,195)
Payments to other governments	(101,728)	(2,866,466)	—	(2,968,194)
Net cash provided (used) by operating activities	<u>554,653</u>	<u>317,682</u>	<u>—</u>	<u>872,335</u>
Cash flows from capital and related financing activities:				
Proceeds from sale of property	—	—	3,000,000	3,000,000
Performance deposit on property sold	—	—	74,000	74,000
Proceeds from bond anticipation notes	600,000	—	—	600,000
Acquisition of capital assets	(1,052,726)	(337,999)	—	(1,390,725)
Principal payments - loan	—	(132,190)	—	(132,190)
Net cash provided (used) by capital and related financing activities	<u>(452,726)</u>	<u>(470,189)</u>	<u>3,074,000</u>	<u>2,151,085</u>
Cash flows from investing activities:				
Interest on investments	<u>17,179</u>	<u>14,368</u>	<u>11,029</u>	<u>42,576</u>
Net increase in cash and cash equivalents	119,106	(138,139)	3,085,029	3,065,996
Balances - beginning	<u>3,288,941</u>	<u>2,145,512</u>	<u>—</u>	<u>5,434,453</u>
Balances - ending	<u>\$ 3,408,047</u>	<u>2,007,373</u>	<u>3,085,029</u>	<u>8,500,449</u>
Reconciliation of operating income (loss) to net cash provided (used) by operating activities				
Operating income	\$ 189,175	(5,310)	—	183,865
Adjustments to reconcile operating income to net cash provided by operating activities:				
Depreciation expense	465,613	228,314	—	693,927
Changes in net assets and liabilities:				
Receivables (net)	88,407	124,402	—	212,809
Inventories and prepayments	7,603	1,872	—	9,475
Warrants and accounts payable	(199,096)	(31,639)	—	(230,735)
Compensated absences payable	2,951	43	—	2,994
Net cash provided by operating activities	<u>\$ 554,653</u>	<u>317,682</u>	<u>—</u>	<u>872,335</u>

DEPARTMENT OF COMMUNITY SERVICES

Board of Selectmen

Camille Anthony ran for re-election and was elected to a three-year term.

George Hines was elected by the Board of Selectmen to serve as Chairman.

Personnel and Volunteers

In the area of personnel, Town Accountant Richard Foley was re-appointed by the Board of Selectmen as Town Accountant.

In the area of Boards, Committees and Commissions, the Board of Selectmen:

- ◆ Established an Ad Hoc Charter Review Committee to review and recommend any updates to the Town's Charter. Selectman George Hines, Finance Committee Member Chuck Robinson and residents William Brown, Glen Hartzler, George Theophanis, Bill Griset and Maria Silvaggi were appointed to the Ad Hoc Charter Review Committee;
- ◆ Established an Ad Hoc Town Counsel Review Committee to review proposals for Town Counsel. Selectmen Camille Anthony and Richard Schubert, School Committee Member Robert Spadafora, CPDC Member Susan DeMatteo, Board of Assessors Member Tom Ryan and resident Bill Griset were appointed to the Ad Hoc Town Counsel Review Committee;
- ◆ Modified the Water and Sewer Advisory Committee to include storm water management to its function and renaming it the Water, Sewer and Storm Water Management Advisory Committee;
- ◆ Established a working committee to work with RCTV on an agreement in response to a change that the RCTV Board of Directors made to their policies. Town Moderator Alan Foulds, Selectmen Gail Wood and Richard Schubert, School Committee Members Carl McFadden and John Carpenter, Technology and Telecommunications Advisory Committee Members Bill O'Halloran and Domenic Lacava, and RCTV Board of Directors Members Dale Merrill and Marcel Dubois were appointed to the Ad Hoc RCTV Subcommittee.

The following individuals were either newly appointed or re-appointed by the Board of Selectmen to the following Boards, Committees and Commissions:

- ◆ Paul Dustin and Mark Gillis to the Zoning Board of Appeals;
- ◆ Bill Brown and Mary Vincent to the Board of Cemetery Trustees;
- ◆ Barbara Meade and David Singer to the Board of Health;
- ◆ Gloria Hulse to the Board of Registrars;
- ◆ Kurt Habel to the Celebration Committee;
- ◆ Dana Hennigar to the Commissioners of Trust Funds;
- ◆ Susan DeMatteo to the Community Planning and Development Commission;
- ◆ Douglas Greene, Rebecca Longley, Kelly Meier and William Hecht to the Conservation Commission;
- ◆ Thomas Freeman as Constable;
- ◆ Carol Patterson, Kristin Kinsella, Dorothy Foxon, Richard Anderson and Barbara Powers to the Council on Aging;
- ◆ Nicole Cain and Kathleen Kelly to the Cultural Council;

- ◆ Wilbar Hoxie, Sarah List, Patricia Greichen and Sharlene Santo to the Historical Commission;
- ◆ Charles McDonald, Paul Kelley and Sumi Sinnatamby to the Human Relations Advisory Committee;
- ◆ Ed Smethurst to the Land Bank Committee;
- ◆ John Winne, Mary Ellen Stolecki, Nancy Linn Swain, Frederick Shaffer and Barbara Faso to the Recreation Committee;
- ◆ Mary Becker, Gregory Russo and David Williams to the Solid Waste Advisory Committee;
- ◆ Bob Brown, Mark Stanuil and Matt Edson to the Substance Abuse Prevention Advisory Council;
- ◆ George Perry to the Town Forest Committee, and Thomas Connery as an Associate to the Town Forest Committee;
- ◆ Tom Mottl and John Griechen to the Reading Technology and Telecommunications Advisory Committee;
- ◆ Stephen Crook to the Water, Sewer and Storm Water Management Advisory Committee.

Community Development

The Route 128/I-93 Interchange Project plans remained suspended. Mass Highway worked with the State Route 128/I93 Task Force to develop an RFP for a consultant and bids were received at the end of December, 2003.

The Master Plan process continued in 2003 which included visioning sessions with the public.

Development of the landfill made great progress this year. Home Depot and Jordan's Furniture were under construction, and plans for Phase 2 of the development of the landfill were brought before the Board of Selectmen. Additionally, improvements to Walkers Brook Drive began with funding from a \$1.8 million PWED Grant.

Siting of a skateboard park in Reading continued throughout 2003. After determining that there was no suitable public land available for this, the Board of Selectmen directed the Town Manager to investigate a short-term lease on private property. A site has been identified and approval is pending through the Conservation Commission.

Concerns about the use of Memorial Park were brought to the attention of the Board of Selectmen in 2003. After much discussion with neighbors and the Recreation Committee and youth sports organizations, the Board decided to pursue the option of petitioning the court with a cy pres agreement and have the Deed restrictions clarified. Meanwhile, the Board of Selectmen acting in their role as Park Commissioners restricted the amount of practices that would be allowed on the site at any one time.

Affordable Housing efforts continued throughout 2003, and the projects under consideration included:

- ◆ Governor's Drive Habitat for Humanity two houses;
- ◆ Salem Street LIP application approved by the Board of Selectmen to include 36 condominium units;

- ◆ Four additional units on Pleasant Street with the Reading Housing Authority as the applicant;
- ◆ Archstone Development on West Street to include 204 rental units;
- ◆ Longwood Poultry Farm on West Street to include 250 condominium units;
- ◆ Completion of Sumner Cheney Place on Main Street that includes eight condominium units;
- ◆ The previously approved George Street Comprehensive permit for 10 units is pending back before the Zoning Board of Appeals. The developer has acquired some adjacent land and is proposing a different plan with respect to access.

Infrastructure

After many years of waiting, the West Street Heavy Vehicle Exclusion was finally approved and implemented by Mass Highway.

The first year of the Pavement Management Program was implemented in 2003. This included primarily patching and crack sealing.

Water main improvements were started, including the replacement of the water main on Birch Meadow Drive (approved by Town Meeting in the Fall of 2003 and under construction in the Spring of 2004) and water main construction between Walkers Brook Drive and Ash Street.

Sewer inflow and infiltration work began with an emphasis on the Downtown area.

The design phase of the improvements to the Water Treatment Plant began in 2003.

Financial

The loss of State aid through the Governor's 9C reductions amounting to over \$300,000 created significant budget tension during the last half of FY 2003. In April 2003, the taxpayer's approved a \$4.5 million Proposition 2½ override for FY 2004 which enabled the Town to continue vital services and expand roadway maintenance. Final State aid numbers for FY 2004 came in higher than projections and that enabled the Town to establish a \$700,000 Stabilization Fund for the first time in decades. A debt exclusion of \$2.5 million to supplement funds already approved for the new elementary school, and a debt exclusion of \$54.7 million for a new High School were also approved by the taxpayers in the Winter of 2003.

TOWN CLERK

Elections:

The Town of Reading held a Special Election on February 25, 2003 to vote on three questions. There were 7898 ballots cast (50% turnout) at the Election. Question 1 - Proposition 2 1/2 debt exclusion for Reading Memorial High School renovation and construction which passed; Question 2 - Proposition 2 1/2 debt exclusion for additional monies needed for constructing a new school in the Dividence Road area which passed and Question 3 - Capital exclusion to assess an additional \$250,000 for new sidewalks was voted down.

The Town of Reading's Local Election was held on April 8, 2003. The Town voted for a Proposition 2-1/2 override for \$4,500,000 for Schools, Police, Fire, Public Safety Dispatch,

Community Services including Social Worker and Mosquito Control, Finance and Accounting Departments, Reading Public Library, Department of Public Works and road improvements which passed. There were 7621 ballots cast (48% turnout) at the Election.

Board of Registrars:

Robert Cusolito, Sarah (Sally) List Hilgendorff, Gloria Hulse and Town Clerk Cheryl A. Johnson certified over 700 voter and household changes to the community for 2003 and offered assistance to voters on Election day.

Census:

The Annual Town Census was conducted in January, entirely by mail, with a total of 8600 forms mailed to residences.

The local Census assists Town Clerks in putting together the Street List (resident book) and the Jury List. Major functions served by an annual local census are:

- ♦ Information collected for municipal purposes
 - School needs
 - Growth and planning needs
 - Resident identification for police and fire
 - Collection of dog information
 - Veteran Information
- ♦ Information for the Jury Commissioners
- ♦ Determining inactive voter status for voter purge as required by the National Voter Registration Act.

Town Meeting:

There was a Special Town Meeting held on January 13, 2003 to extend the deadline for conveyance or lease of the Reading landfill. The Town also voted \$54,305,000 to be appropriated for repairs and/or additions to Reading Memorial High School, and an additional \$2,500,000 to construct the new school off Dividence Road.

Another Special Town Meeting was held on March 3, 2003 to amend the General Bylaws.

The Annual Town Meeting in April was completed in two sessions, approving a budget for Fiscal Year 2004 in the amount of \$61,601,120. At this Town Meeting, we also voted for changes to the Home Rule Charter for the Reading Municipal Light Department.

The Subsequent Town Meeting in November was completed in two sessions. Town Meeting voted to raise \$250,000 by borrowing for sidewalks to the new Dividence area school contingent upon a capital exclusion referendum question.

Vital Statistics and Licensing:

During the calendar year 2002, the following Vital Statistics were recorded in the Town Clerk's Office:

Births – 286

Marriages – 103

Deaths – 234

Also issued were 1892 dog licenses, 173 business certificates, 22 renewals for underground storage tanks and 50 cemetery deeds.

A total of 279 Fish and Wildlife licenses and stamps were issued during the year for a total of \$6029.90. Of this total, the Town retained \$108.65.

Total receipts collected in the Clerk's Office for the calendar year 2003 amounted to \$76,904.55.

Respectfully submitted,

Cheryl A. Johnson, Town Clerk

TOWN COUNSEL

During 2003, Brackett & Lucas, as Town Counsel, provided legal services to the Town of Reading in many diverse areas of municipal concern. Joan Langsam, Gary Brackett, John Gannon and Yvonne Gonzales provided legal assistance to most departments and boards of the Town. Pending litigation was followed through with discovery and advantageous settlements were pursued. The firm represented the Town at mediation concerning litigation relating to the development of the landfill which resulted in a favorable settlement to the Town with minimal expenditure of legal fees.

For the most part, the legal services provided to the Town of Reading by Brackett & Lucas concentrated in the areas of land use, School Department issues relating to public records, open meeting law and school construction issues, contract review and various litigation matters. Other general legal services provided to the Town by Brackett & Lucas consisted of representation at Special and Annual Town Meetings, representation to the Board of Assessors on appeals to the Appellate Tax Board, and review and drafting of Warrant Articles for Town Meetings during the year.

During this past calendar year, much of the firm's hours was spent on reviewing, negotiating and approving contracts with the architects, Project Manager and general contractors for the various school construction projects.

The firm provided continuing legal assistance concerning the permitting of the old Spence Farm site a large 40B Comprehensive Permit project, and assisting in the rezoning of the property for planned unit development projects. We also assisted in developing regulations for Local Initiative petition projects.

Settlement negotiations relating to ongoing litigation were entered into and certain outstanding matters were resolved. The litigation involving the development on Pierce Street and the Town's claim against Cumberland Farms for damages resulting from a gasoline spill on Route

93 were both settled. The settlement of the Pierce Street litigation resulted in the provision of one affordable housing unit, and Cumberland Farms paid a substantial sum to the Town without it being necessary to commence suit in Superior Court.

In March 2003, the Conservation Commission obtained a favorable ruling in the DeMarco matter upholding a 25 foot no alteration zone regulation. Another significant Conservation issue litigated was the suit brought by the Mola's protesting the decision of the Conservation Commission permitting the construction of the new elementary school. The decision of the Conservation Commission under the local Bylaw was upheld, and the DEP upheld the decision of the Commission under the State Act. The matter of DeAngelo vs. Town and Conservation Commission was also dismissed.

During 2003, the negotiations for the sale of the landfill and related documents were finalized allowing the Town to complete the sale to Walkers Brook Crossing, LLP. During the year, the process to withdraw \$750,000 from the Enterprise Fund Escrow Closure Account also began.

As part of the legal services provided to the Town, the firm continued to develop deeds for the transfer of land from the Town to the Conservation Commission for transfers which occurred over the past ten years. Brackett & Lucas worked with the Board of Selectmen, Town Manager and the Department of Public Works in coordinating and reaffirming street acceptances for takings which had occurred since 1990. As part of the project, the firm developed the necessary legal documents to prefect the takings. In 2003, 29 of the 39 targeted streets were reaffirmed, orders of taking recorded, and notices of taking mailed to at least 196 individuals.

Attorney Yvonne Gonzales worked with the Conservation Commission in reviewing and negotiating the language in two conservation restrictions. She also worked in conjunction with the Town Manager and an ad hoc committee in developing a Bylaw for regulating the use and storage of petroleum products.

During 2003, the Board of Selectmen established a Charter Review Committee in order to address concerns with the Town's current Charter. Town Counsel appeared at all meetings of such Committee, and has and will continue to provide advice and draft Charter revisions proposed by the Committee.

Legal services were also provided concerning issues which arose during the year relating to RCTV. Meetings were held to discuss ongoing issues and their resolution, and new contract provisions were drafted for consideration by both the Board of Selectmen and the RCTV Board of Directors.

In general, legal assistance in the way of rendering opinions and giving advice was provided to most departments.

It is has been a pleasure continuing to serve the Town of Reading and addressing its legal concerns. We look forward to continuing to provide legal services to the Town for another active year in 2004.

Respectfully submitted,

Joan E. Langsam

CONSERVATION DIVISION

The Conservation Commission was established in 1960 under Section 8C of Chapter 40 of the Massachusetts General Laws for the promotion and the development of the natural resources and for the protection of watershed resources in Reading. The Commission has worked since that time to acquire and maintain hundreds of acres of conservation land within the Town for public enjoyment and resource protection.

In 1972, the Conservation Commission was given regulatory authority to administer the new Wetlands Protection Act, Section 40 of Chapter 131 of the Massachusetts General Laws. Over the years, the Commission's role in the administration of the Wetlands Protection Act has been further defined through regulations and policies issued by the Massachusetts Department of Environmental Protection.

In 1980, the Town adopted Section 5.7 of the Reading General Bylaws, the Wetlands Protection Bylaw. The Commission subsequently promulgated the Reading Wetlands Protection Regulations under the Bylaw. From time to time, Town Meeting has amended the Bylaw and the Commission has amended the Regulations, most recently in January of 2002. The amendments serve to clarify the language, to make it consistent with recent changes in the State law and regulations, and to increase revenues from filing fees.

Wetlands Protection Activities

During 2003, the Conservation Commission reviewed 55 permit applications for proposed work and wetlands delineation. The Commission held 108 public hearings and public meetings and performed over 70 site inspections regarding these permit applications. The Commission also issued 79 decisions including permits, resource area delineations, extensions, and amendments. The Commission made final site inspections and closed 98 project files in a concerted effort to update records. The Commission identified and resolved 10 violations and supported two emergency responses to hazardous waste releases. The Administrator reviewed and signed off on 739 building permits and 33 minor projects and performed 469 site inspections.

The Commission collected \$3,970 in filing fees under the Wetlands Protection Act, and \$45,123 under the Wetlands Protection Bylaw.

The major projects under permitting review and/or construction oversight by the Commission in 2003 included: Seven multi-family developments that include affordable housing but no new subdivisions, capping and redevelopment of the landfill and associated roadway improvements, bedrock well exploration in Bare Meadow, reconstruction of the southern end of Haverhill Street, mitigation and wetlands restoration work to correct impacts of the hazardous materials spills at several sites, an addition to a nursing home, water main improvements, a hospice facility and school, park and Housing Authority improvements.

The Commission worked with the Board of Health to resolve a flooding problem caused by beavers at the northern end of Haverhill Street, and worked with others on proper salt storage and mosquito ditch maintenance. We arrived at final resolution of the Route I-93 oil spill cleanup and water treatment residuals projects.

We also won a case in which the court upheld the Commission's determination of wetlands boundaries, upheld the setback standards established under the Reading Wetlands Protection Regulations, and upheld the Commission's authority to deny work under Reading General Bylaws, Section 5.7 regardless of whether the work is permissible under the Massachusetts Wetlands Protection Act.

Natural Resources Conservation Activities

The Commission is grateful for the donation of land off Van Norden Road for conservation purposes and the completion of a Conservation Restriction on land off Cory Lane.

The Commission is also grateful for the efforts of a volunteer working group that reviewed the management of Town Conservation lands, particularly the practice of bow hunting in these areas. The group made recommendations to the Commission in April, and the Commission adopted revised regulations last Fall. Hunting is now limited to deer hunting in North and South Cedar Swamp, and the northern end of Bare Meadow Conservation area by licensed bow hunters. Copies of the new regulations and maps are available at Town Hall.

In the Summer of 2003, better weather and local water conservation efforts kept the Ipswich River flowing all Summer. The river remains vulnerable to water shortages, and the Commission encourages all citizens to conserve water!

Membership and Office Management

During 2003, Karen Schneller, Thad Berry, Pat Lloyd and Larry Goulet left the Commission. Kelley Meier, Becky Longley, Bill Hecht and Jamie Maughan were appointed. Doug Greene and Will Finch continued in service along with Harold Hulse and Leo Kenney, our consultants. Doug Greene continued as Chairman and Will Finch became Vice Chairman. Fran Fink continued in service as Conservation Administrator and Linda Boutoures commenced work as Recording Secretary.

The Commission's Office is located in the Community Services Department on the first floor of Town Hall. The phone number is (781) 942-9016. Members of the Conservation Commission and the Conservation Administrator attended various workshops and courses during the year to stay current with open space protection and wetland regulation practices.

Respectfully submitted,

Frances Fink, Conservation Division Administrator

ELDER/HUMAN SERVICES DIVISION

The Division of Elder/Human Services provides social services, activities, transportation, educational programs and a congregate meal site for Reading residents age 60 and over. Home delivered meals are available for frail elders who are homebound. In addition, the Division offers information, support and referrals to the adult children, friends and caregivers of elders.

Social services and assistance is available to Reading families and individuals under the age of 60. Assistance covers crisis intervention, information and referral, answers to housing questions, eligibility screening and assistance with applications for Fuel Assistance and Reading Food Pantry referrals. The Administrator made 10 referrals to the Reading Food Pantry this year. The Social Worker also assisted 32 households in completing Fuel Assistance applications which were then submitted to the Greater Lawrence Community Action Council, Inc., Energy Division. An annual holiday Adopt-A-Family Program for Reading families confidentially matches recipient families with donors of food and gifts for children.

The Division is committed to providing information enabling citizens to make decisions regarding their well being and quality of life. This past year, Reading Elder/Human Services organized, co-led or participated in a variety of programs that directly benefited our community.

Daily activities include social activities, recreational events, educational classes, health and wellness information, and assistance with problems, transportation to appointments, grocery shopping, organizing volunteer opportunities, meals on wheels and noon-time lunch at the Senior Center.

Additional choices include:

<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>
Alzheimer's*	Bingo	Billiards	Bingo	BEST
Bridge	Fix-It Program	Bingo	Blood Pressure	Free & Sober*
Cribbage	In Town Walker	Book Discussion	Bridge/Chess	Yoga
Movies	Motion /Music	Game Day	Congressman Tierney's Office	
Tai Chi	Movies	Knitters	In Town Walkers	
	Police Liaison	Low Vision*	Lamp Repair	
	Town Manager	Watercolors	Motion/Music	
			Podiatry Clinic	
			Scuttlebutt*	

*Support and Educational Groups that meet weekly are Free and Sober AA: Bi-weekly meetings of the Alzheimer's Caregiver Group, and monthly meetings of the Low Vision, Scuttlebutt Veteran's Group.

Support Groups provide participants with an opportunity to express their feelings and gain insights from guest speakers and representatives of organizations who are invited to these meetings.

Advocacy services available through the Senior Center include, Serving the Health Information Needs of Elders (SHINE) which assists people with Medicare and related health insurance questions. The Social Worker is a SHINE Counselor and meets with people as needed to assist with insurance questions. The Department also has access to legal services which is provided on an as needed basis by Greater Boston Legal Services.

Examples of the educational seminars and programs held at the Senior Center are:

- ◆ Senior Tax Exemption Program by the Assessor's Office to present information about the various tax abatements and the eligibility requirements. This program were offered twice in the past year.
- ◆ Hospice Care, Inc. presented a normal process grief and mourning program.
- ◆ Reading Municipal Light Department (RMLD) presented a program on Winter safety tips "Is Your Home Ready for Winter?"
- ◆ This past year, the following Elder Law presentations were offered at the Senior Center: "Implementation of the new healthcare privacy law – HIPPA" and "New Mass. Health guidelines and how they affect you." Attorney Karol Bisbee offered these programs.
- ◆ Mystic Valley Elder Services Candace Quigley, a Registered Dietitian, provided two seminars about nutrition "Healthy Eating for a Healthy Body" and "Calcium, Your Bones and You."
- ◆ Monica Plagge, a Dietitian from the Wingate Nursing Home, made a presentation, "Summer Hydration: The Importance of Drinking Fluids during the Summer Months."
- ◆ "Planning to Remain at Home" -- This program was hosted by a variety of organizations, and the focus was presenting concrete strategies for staying in your home.
- ◆ "Save A Life – Heart and Stoke Education Program" was offered by Northeast affiliate of the American Heart Association and Blue Cross/Blue Shield. This program offered important information on how to recognize the warning signs of heart attack and stroke, the immediate steps to take, and how to prevent cardiovascular disease.
- ◆ Dr. Harrison, DVM, Veterinarian from the Middlesex Animal Hospital made a presentation about "Care of Our Pets" -- This program was about the overall care for pets.
- ◆ Ruth Goldberg presented "After You're gone and Left Them Crying -- This presentation was about end of life issues to plan your memorial service or funeral.
- ◆ Winchester Hospital presented their "Aging on Your Own Terms" series. This past year, four health programs were offered at the Reading Senior Center and they were: "Seeing Eye-To-Eye, Back-To-Back, Keeping Safe at Home and The Healing Power of Acupuncture."

Educational programs offered by Elder Services include:

- ◆ Computer Classes: Introduction to Basic Computers, Introduction to Windows, Introduction to Microsoft Word. These classes have been taught by volunteers.
- ◆ Computer mentors Reading Public School students are available to mentor at the Senior Center a few afternoons a week to answer questions the seniors may have about computers. The computer room is open when the Senior Center is open. This program was not utilized on a daily basis.
- ◆ Watercolor classes are held at the Community Room at Tannerville. Teachers are paid directly by the students.

Reading volunteers are an integral part of the Elder/Human Services Division as evidenced by the programs and services that we offer. The Coordinator of Volunteers organizes volunteers who perform community services for our older population. The Annual Volunteer Reception for 177 volunteers recognized the contributions made by volunteers for Reading seniors.

The volunteers at the Senior Center provide many vital functions such as Receptionists at the front desk five days a week in the morning and two afternoons, Adopt-An-Island gardeners who plant and maintain the grounds outside the Senior Center, a Fix-It Program and a Lamp Repair Program.

Volunteers also make programs at the Senior Center possible with bingo callers, computer instructors, computer mentors, knitters, kitchen helpers and Meals on Wheels drivers. We also have volunteers who provide direct services to seniors such as bill payer, friendly visitor, income tax preparer, leaf raker, snow shoveling, Spring yard cleanup, medical escort to appointments outside of Reading, and shopping assistance for groceries and medicines to homebound elders.

The daily Nutrition Program is provided through cooperation with the Mystic Valley Elder Services, Inc. (MVES). MVES also provides assistance with homemakers, home health aids, legal services, protective services, information and referral and respite care.

The Nutrition Program Coordinator manages the meal site three days a week, and MVES manages the program two days a week for a total of five days coverage. We have 17 mealsite volunteers who help to package the Meals on Wheels meals and also serve the noontime meal at the Senior Center. A total of 206 individuals came to the Center and consumed 4,242 meals. Socialization is an important component of this program.

The Nutrition Program Coordinator coordinates the Meals on Wheels Program and oversees 60 volunteer drivers who delivered a hot noon time meal to client's homes. A total of 16,502 meals were delivered this past year to 104 participants.

The roster of participants changes as people become well enough to prepare their own meals, or move to other levels of care where meal preparation is provided. Meal delivery includes evening meals, frozen meals for the weekend and clinical diets. The clinical diets include no concentrated sweets, diabetic, low or high fiber, low lactose, renal, pureed or special diets.

The Social Worker addresses needs and concerns. Assistance covers case management, housing questions, intergenerational disputes, loneliness, nursing home placement, eligibility screening for State and Federal services, information and referral, resource development and coordination with area medical and social service agencies. Assisting relatives and friends is an important aspect of this program. The Social Worker had contact with 1,504 people this past year to address various needs and concerns. The Social Worker lead a bi-monthly support group for caregivers of people with Alzheimer's Disease or related dementia for part of the year, and then began another support group for caregivers which meets once a month.

The van transportation provides a vital service for those who cannot access other means of transportation. Transportation is provided in Town to the following: Bank, grocery shopping, medical appointments, personal appointments, pharmacy appointments and the Senior Center. The van made 5,220 one way trips transporting 144 people a total of 10,439 miles.

This past April, the Council on Aging developed a four-page survey that was distributed within the Pleantries newsletter to 2,761 senior households in Reading. The response rate was 14%; therefore, caution must be used to interpret the findings. 74% of the respondents were female

with 1/3 over the age of 80. 44% of the respondents live alone but most report having daily contact with another person. Close to 20% of the respondents indicate difficulty with transportation related to getting to medical appointments and errands. 44% of respondents reported using the Senior Center.

The most frequently attended programs: Social events, exercise and health services. The least utilized programs were the medical equipment loan program, financial assistance and shopping assistance. 11% respondents indicated being current Reading Elder/Human Services Volunteers, and 19% indicated interest in volunteering. The survey results have provided useful information when planning events and programs at the Senior Center.

The Council on Aging continues to pay the printing and mailing cost of the Division quarterly newsletter Pleasantries to every senior household in Reading for a total of 2,761 households. This continues to provide an opportunity to increase awareness of available programs and services for Reading seniors.

The Council on Aging approved the funding of the Senior Property Tax Program for the fiscal year for a total of \$10,5000. This program allows 21 seniors to work a total 74 hours a gross of \$500.00 to be applied towards their property taxes. Participants in this program provide important assistance to various municipal departments.

Many individuals and organizations have generously supported the Elder Services programs and services by providing money, gifts and in-kind services. Individuals and organizations have given hospital equipment, postage stamps for the "Sunshine Card" Program, books, food, knitting supplies, games, magazines, cash donations, food baskets and gifts.

Elder/Human Services coordinates the Adopt-A-Family Holiday Program:

<u>Recipients</u>	<u>Family Unit</u>	<u>Adults/Children</u>
Thanksgiving Food	49	105
Christmas Food/Gifts	57	122
Donors	Individual/Family	Organization
Thanksgiving Food	20	20
Christmas Food/Gifts	39	37

Donors include Reading businesses and out-of-town businesses that employ Reading residents. Youth organizations, school groups, nursery schools, churches and municipal departments join with individuals to make this program a success. This past year, 90 donors generously donated to the Adopt-A-Family Program. This is an incredible community effort that brings together so many people who make the Town of Reading a very special place to live.

The Elder Services Revolving Fund covers emergency situations for persons age 60 and older who do not have financial resources. The Human Service Revolving Fund is for persons under age 60 who do not have financial resources for emergency situations.

The Division continues to be committed to providing information, enabling citizens to make decisions regarding their well being and quality of life.

Respectfully submitted,

Pamela Brown, Elder/Human Services Division Administrator

HEALTH DIVISION

The mission of the Board of Health is to improve the health and well being of Reading citizens, and to protect the environment from pollution and damage. The Division, under the direction of the Board, develops programs and services to respond to emerging health issues. The accomplishment of these programs is done in collaboration with the Massachusetts Department of Public Health and Department, local agencies and other Town Departments.

During 2003, the Division experienced a year of personnel stability. The Board of Health Chairman James J. Nugent resigned his position after 13 years of service to the Town. The Board graciously accepted his resignation and wished him well in New Hampshire. Colleen Seferian and Barbara Meade continued as members of the Board of Health. Shortly after Jim's resignation, Dr. David Mitchell Singer was appointed to the Board. The Board has gone out to the landfill site, the beaver dam site, and proceeded to resolve issues with families regarding housing issues. The regulations reviewed and amended are the well regulations to maintain control of private wells in the Aquifer District.

The Health Division continues its role as liaison to the Substance Abuse Prevention Advisory Council. Chairman William Carrick and the eleven member council worked continuously with the School Department and Police Department to educate the general population of the Town around the issues of addiction. Education of the community was the goal of the Council this year. This was accomplished through panel discussions on issues related to positive parenting and disease addiction. The Council also reviewed its overall goals to ensure the community's understanding of the entire responsibility of each individual's role in the prevention of misuse of chemical substances through educational programs.

On July 1st, the Tobacco Control Program was reviewed. Understanding the changing political climate, the three Boards of Health and Town Managers petitioned Healthy Communities of Andover which has a six Town Tobacco Program to request that we all become part of their coalition. The Healthy Communities accepted Reading, Stoneham and North Reading, as did the State Tobacco Program. This collaboration allowed Reading to maintain a Tobacco Program with Andover as the Leader Fiscal Agency. There only remains seven programs throughout the State at this time from approximately 127 programs. The program only has the ability to accomplish youth tobacco compliance checks on a quarterly basis in each of the nine towns.

The Public Health Nurse was on family leave for three months. During that time, the position was covered by the Health Administrator. Just prior to her leave, she completed a Menomone clinic for high school seniors. The clinic immunized 56 students under the direction of the Health Administrator. There were seven clinics in the State completed by a Board of Health.

The Public Health Nurse continues to make influenza immunization home visits. A total number of homebound individuals was 96. Public clinics immunized nearly 2000 this year. The reimbursement from Medicare is still pending.

The expectation is somewhere near the amount of \$1500. There were also tetanus and pneumonia clinics completed. The final Hepatitis-B clinic for 6th grade students was completed -- immunizing 96 children free to the families.

Many hours were spent by the Health Administrator covering for the PHN to review the immunization records of children attending any one of the 20 licensed summer camps in Reading according to the State camp regulations. No children's Summer recreational camp can operate without a license and with regular inspections by the local Health Department. This daunting task is accomplished through the Administrator, the Health Inspector and Nurse.

The PHN screened senior citizens for hypertension through blood pressure clinics at various senior housing units. In 2003, over 800 individuals were screened, counseled and referred. Cholesterol screening was completed for 60 individuals this year with a new piece of equipment. Responsibility is also to follow-up on communicable diseases. This is a confidential and intricate part of the job. Many hours are invested in each case. A Memomune clinic (prevention of meningitis for 18-year old students) was held with 75 students immunized. This was only one of five in the State completed by a BOH.

The Massachusetts Department of Public Health wrote a commendation for the efficient and effective outcome of this clinic as a role model of other BOH. The PHN has and continues to make TB home visit in 2003. The fifth Health Division school site clinic for Hepatitis-B immunized 101 students, Grade 6, at no charge to their families. The PHN also provides monthly blood pressure clinics at the various senior-housing units. In 2003, over 759 individuals were screened for hypertension, counseled and referred to physicians when appropriate.

The Health Inspector has completed 626 inspections. These were responses to housing, food establishments, noise, trash complaints, rodents or routine inspectional issues. Food inspections continue to be within the State requirement at 2-3x per year, a total of 400. Camp and pool inspections in Reading are no longer seasonal. The Inspector has three Winter camps and the Town's new Burbank YMCA swimming pools to inspect monthly. Massage therapy establishments and tanning establishment have increased by up to 8, increasing inspectional time. Twelve animal inspections have been completed and the appropriate reports forwarded to the State Department of Agriculture. The local and State regulations dealing with inspectional issues keep the community healthy in a diligent manner.

The Health Administrator is also a Title 5 Inspector. She has inspected 39 systems or inspected to connect to Town sewer or repaired their subsurface disposal systems. Education, the real estate market and the law have influenced this number of repairs or connections in Town.

Indoor Air Quality complaints are on an increase. Responding to both public and private entities. The Massachusetts Environmental Bureau has been very responsive to the Town.

Contractual Services: The largest contractual service is mosquito control. The Town is part of the 21 members Eastern Middlesex Mosquito Control Project that provides mosquito wetland surveillance, larval and adult mosquito control and public education. The Eastern Middlesex Mosquito Control Project participates as a component of the State's Vector Control Plan to prevent Eastern Equine Encephalitis (EEE). The risk of EEE remains low, non-toxic BTi was applied to 301 acres of wetlands via helicopter -- 1.5 acres of wetlands was sprayed with portable sprayers in high densities, stagnant water. Adult spraying of 3,954 acres was done by truck at night for high populations of nuisance mosquitoes.

West Nile Virus was another disease concern with mosquitoes as the vector. Early Spring, the Health Division purchased Vectolex to be used in storm drains to reduce the larvae. This was a very positive control application. The Director collected two dead crows positive for West Nile Virus. Following this, per the direction of the Massachusetts State Public Health laboratory, no further birds needed to be tested.

Eastern Middlesex Outpatient Center/Riverside Mental Health offers mental health counseling, mental retardation and substance abuse care for children, adolescents, adults and families who have limited financial resources. In FY 2003, the agency offered \$84,447 of free care. EMARC served 12 clients. The regional program offers training for the individuals to work at local businesses. The Health Services Administrator participates in quarterly Board Meetings to assure Reading's needs are met.

Dead animal pick-up continues through contractual services. This contractual service prevents the transfer of disease such as rabies. In 2002, a total of 179 animals were removed from public ways.

At 735 Haverhill Street, a beaver pond developed. A public education meeting was held with the neighbors, public health and conservation to develop a plan to control the issue effecting the public health problems. A licensed trapper was hired and removed two large beavers and this was successful.

The Health Division continues to offer regional rabies immunization programs with the support of the local veterinarian. 56 dogs and cats were immunized on one Saturday afternoon. Working with the Animal Control Officer, two animals were positive for rabies. The individuals who were close to the bats and fox were treated by the personal physicians.

The Scales of Weights and Measures has checked and sealed 240 gasoline pumps and 91 scales in schools, supermarkets, physician's offices, pharmacies and vegetable stands. He has secured for the fourth year a \$25,000 grant to assist in the operation of the responsibilities of the Scales of Weights and Measures.

<u>Revenues for Calendar Year 2003 -</u>	Programs and License Fees:	\$42,357
	Grants:	\$26,500
	TOTAL:	\$68,857

Respectfully submitted,

Jane Fiore, Health Division Administrator

INSPECTIONS DIVISION

The Inspections Division is responsible for carrying out inspectional services on commercial and residential construction in the areas of building, gas, plumbing and wiring. In addition, the Division is responsible for enforcing the Town's Zoning By-Laws and providing staff to the Zoning Board of Appeals.

<u>Statistics:</u>		<u>Year End 2003</u>
Building	Building Permits Issued	866
	Inspections	1,479
	Fees Received	\$259,079.85
	Certificate of Inspections	17
	Fees Received	\$680.00
Wiring	Wiring Permits Issued	633
	Inspections	1,086
	Fees Received	\$49,331
Plumbing/Gas	Gas Permits Issued	697
	Gas Fees Received	\$6,144
	Plumbing Permits Issued	369
	Plumbing Fees Received	\$13,709
	Combined Inspections Gas/Plumbing	793
TOTAL FEES		\$328,823.85

ZONING BOARD OF APPEALS

The Zoning Board of Appeals met 30 times in 2003. The ZBA heard and decided on 26 petitions for variances, special permits and appeals.

ZBA Members are Chairman John Jarema, Robert Redfern and Susan Miller, and Associate Members Paul Dustin and Mark Gillis. Town Planner Chris Reilly, Building Inspector Glen Redmond and Local Inspector Dan Bornstein provide primary support to the Zoning Board of Appeals

PLANNING DIVISION

Community Services Department

CPDC Subdivisions

Adams Way Administration/Construction
Ashley Place (Pondview Lane)
Administration/Construction/Extension
Baldwin Lane Administration/Extension
Foster Circle Construction/Administration
Sunset Rock Administration

CPDC Special Permits

Longwood Poultry Farm PUD-R
Walkers Brook Crossing Modification

CPDC Zoning Initiatives

468 West Street-Longwood PUD Overlay
80-100 Main Street-PUD Overlay
Zoning By-Laws Section Nonconforming
Buildings

Department Projects

Administrative/Record Keeping
Streamlining
Building Inspector/Code Support
Community Services Webpage
CPDC Minutes
Department Heads Presentation
Department of Housing and Community
Development (DHCD) Tracking
Development Review Team Meetings
Downtown Streetscape Design
EO 418 Grant Administration
GIS Zoning Map Review
Governors Drive LIP
Housing Certification
Master Plan Advisory Committee/Update
Parking, Traffic & Transportation Task Force
Planning Webpage
Pre-Application Consultations
Salem Street LIP
School Projects Review Coordination
Site Plan Review Regulations Review
Downtown Signage Review Streamlining
Skateboard Park Siting
Technical Assistance Grants
Van Norden Road LIP
Working Group Sessions

CPDC Site Plans

36 Arthur B. Lord Drive (Burbank
YMCA)
16-18 Gould Street (Cain Oil)
320 Haverhill Street (VNA Hospice)
32 Lincoln Street (Century 21) Waiver
143 Main Street (Avellino Well)
Modification
228 Main Street (Finagle A Bagel)
Modification
680 Main Street (Venetian Moon) Waiver
749 Main St. (Texaco) Modification
4 Minot Street (Ford) Administration
15-17 Pierce Street Court Case/
Administration
36 Walkers Brook Drive (Exxon)
87 Walkers Brook Drive (Texaco)
Modification
4 West Street (Mobil on the Run)
Administration/Modification

Zoning Board of Appeals

1375 Main St. Comprehensive Permit
32 George St. Comprehensive Permit
468 West St. (Longwood Poultry Farm)
Comprehensive Permit
42-70 West Street (Spence Farm)
Comprehensive Permit
Sanborn Lane Comprehensive Permit

2004 Goals and Pending Projects

1991 Master Plan Update
Downtown Parking Review
Longwood Poultry Farm Redevelopment
Spence Farm Comprehensive Permit
Administration
Walkers Brook Crossing Phase 1
Administration & Signage Review
Walkers Brook Crossing Phase 2
Permitting
South Main Street Redevelopment
80-100 Main St. (Tambone) Rezoning
Parking, Traffic & Transportation Monitoring
Van Norden Road Comprehensive Permit
Webpage Maintenance/Enhancement

Respectfully submitted,

Chris Reilly, Town Planner

VETERAN'S SERVICES DIVISION

Paul A. Farrell is the Veteran's Agent. He currently works an average of ten (10) hours per week.

Veteran's Services is governed by Chapter 115 of the General Laws. Veterans and his/her immediate family who are in need and qualify are eligible for benefits. Initial paperwork is processed locally and final approval of benefits come from the Commissioner of Veteran's Services in Boston, MA.

Additional Veteran's Administration expenditures for FY 2003 for a Reading Veteran population of approximately 8,500 including dependents was \$2,250,000. Money was directly paid to recipients and/or dependents by the Veteran's Administration, not out of the Town budget. \$3,500 was expended through the Town budget, 75% of which is reimbursed by the State.

The total appropriation as voted at Town Meeting was \$6,000 for FY 2003, leaving a balance as of June 30, 2004 -- \$2,200 for FY 2003 remaining.

DOWNTOWN STEERING COMMITTEE

The Downtown Steering Committee met one time in Fiscal 2003. The Town of Reading has continued its quest for 75% project approval pertaining to the revitalization of Downtown Reading and awaits financing from the Mass. Highway.

The Committee has delivered all the pertinent information requested by the Town and the architectural firm of Gates Leighton for this project. The Committee's work is completed and has temporarily suspended operations at this time but will resume full time when funding is appropriated. The Committee's annual meeting is in August.

Respectfully submitted,

Peter Simms, Downtown Steering Committee Chairman

HISTORICAL COMMISSION

The Commission's historic preservation work for the Town included the following activities:

1. Acted on four applications for the demolition of structures on the Town inventory, 320 Haverhill Street (Hospice), 456 Haverhill Street, 483 Franklin Street and the 717 Pearl Street barn.
2. Helped the Selectmen form the West Street Historic District Study Committee.
3. Gained State approval for the home at 265 West Street to be designated as a Historic Homestead.
4. Added the house at 76 Main Street to the Town inventory.
5. Gave two visual presentations to the community about "The Moved Houses of Reading."

6. Published multi-copies of the Town inventory of historic structures and distributed them.
7. Added historic materials to the archives such as the Congo Church Records from the Congo Church, and records from the Congregational Church.
8. Worked with the Town on the future of the Memorial High School.
9. Documented the 18th Century salt box home at 572 Haverhill Street.
10. Worked with the new owners of the Depot about preserving and restoring the structure.
11. Worked with the Town and the Library about possible alterations to the Library if Verizon cell towers are added.
12. Worked with the Housing Authority about saving the 19th Century home at 75 Pleasant Street.

Respectfully submitted,

Clayton Jones, Historical Commission Chairman

LAND BANK COMMITTEE

During 2003, the Land Bank Committee provided assistance with identifying and documenting Town-owned property. We provided the historical documentation to the Town Manager, the Board of Selectmen and the Town Planner.

The Land Bank Committee provided plans of lands situated at Hundred Acre Meadow, Great Island and Dividence Swamp and Meadow area situated near the Town Forest as requested by the Town Planner regarding the Meadow Brook Golf Club.

Respectfully submitted,

Benjamin E. Nichols, Land Bank Committee Chairman

George B. Perry, Vice Chairman

Edward G. Smethurst, Secretary

METROPOLITAN AREA PLANNING COUNCIL

The Metropolitan Area Planning Council is the regional planning and economic development district representing 101 cities and towns in Metropolitan Boston. In addition, the Council shares oversight responsibility for the region's federally funded transportation program as one of 14 members of the Boston Metropolitan Planning Organization.

The Council's legislative mandate is to provide technical and professional resources to improve the physical, social and economic condition of its district, and to develop sound responses to issues of regional significance. The Council provides research, studies, publications, facilitation and technical assistance in the areas of land use and the environment, housing, transportation, water resources management, economic development, demographic and socioeconomic data, legislative policy and interlocal partnerships that strengthen the operation of local governments.

The Council is governed by 101 municipal government representatives, 21 gubernatorial appointees, and 10 State and three City of Boston officials. An Executive Committee composed of 25 members oversees agency operations and appoints an Executive Director. The agency employs approximately 30 professional and administrative staff. Funding for Council activities is derived from contracts with government agencies and private entities, foundation grants, and a per-capita assessment charged to municipalities within the district.

In the past year, the Council has focused on initiatives that respond to regional challenges, some of which include:

- ◆ **Municipal Planning:** Working with more than 25 communities under the Executive Order 418 Program. EO 418 provides communities with up to \$30,000 in State funding to undertake overall visioning on local planning issues, including housing, economic development, natural resources and transportation.
- ◆ **Bringing Advanced Technology to Cities and Towns in the Region:**
A contract with Pictometry International will provide aerial photographic images that municipal departments, including police and fire, can utilize to improve service delivery.
- ◆ **Adoption of Smart Growth Principles:** MAPC developed and adopted principles of good planning practice that will encourage sustainable patterns of growth to benefit people living throughout the Metro Boston region. MAPC is also a founding member of the Massachusetts Smart Growth Alliance.
- ◆ **Metro Data Center:** The Center is an official U.S. Census affiliate, helping to distribute demographic data throughout the region, including demographic, economic, and housing profiles for all 101 communities in Metro Boston.
- ◆ **Transportation Planning:** As Vice Chair of the Boston Metropolitan Planning Organization, MAPC worked to develop the 25-year Regional Transportation Plan as well as the annual Transportation Improvement Program, including transportation spending priorities for the region. We also spearheaded development of transportation spending criteria, taking into account environmental, economic and equity considerations.
- ◆ **Metropolitan Highway System Advisory Board:** MAPC staffs this Board, established in 1997 by the Commonwealth to advise the Massachusetts Turnpike Authority on issues relative to land use, air rights, zoning and environmental impacts associated with development of land owned by the authority.
- ◆ **Regional Services Consortia:** The four regional consortia established by MAPC collectively purchased \$18 million in office supplies and highway maintenance services for its 31 member municipalities. The project also facilitates collegial forums among members' Chief Administrative Officers focused on collaborative problem solving and resource sharing.
- ◆ **Metro Mayors Coalition:** Working with the Mayors and City Managers of 10 municipalities in the urban core on issues such as group purchasing, employee health insurance, security and emergency coordination and municipal relief legislation.

- ♦ **Homeland Security:** Addressing homeland security issues by facilitating cross-municipal partnerships between police, fire and emergency management departments to acquire and share equipment, and more generally to plan for emergencies involving multiple municipalities.
- ♦ **Hazard Mitigation:** Initiating a federally-funded partnership to produce a hazard mitigation plan to protect nine coastal communities in the event of natural disasters, including flood, Winter storm, wind, fire and geologic hazards.

Please visit our website, www.mapc.org, for more details about these and other activities.

Metrofuture: Making a Greater Boston Region

MAPC has launched a new civic process called MetroFuture to create an updated regional vision and growth strategy for Metropolitan Boston. MetroFuture engages city and Town Governments, State agencies, non-profits, business, labor and academic groups.

The outcome will be a vision and growth strategy that puts the region on a sustainable path in terms of land use, economic, environmental and social issues. MAPC will need the support of a broad range of organizations in the region to help plan, fund and implement this new framework for addressing the challenges facing metropolitan Boston.

The effort to create this new strategy was launched on October 29, 2003 at a Boston College Citizens Seminar. More than 400 citizens from a wide range of local and regional groups attended the event, and expressed their opinions on the region's resources and challenges as well as their own visions for the future. This input will be critical as we move to the next phase of this exciting multi-year project.

Please visit the project website, www.metrofuture.org, for more information.

North Suburban Planning Council (Burlington, Lynnfield, No. Reading, Reading, Stoneham, Wakefield, Wilmington, Winchester, Woburn)

The North Suburban Planning Council Members were active on three key regional issues: The Regional Visioning and Growth Strategy (RVGS), transportation and Executive Order 418. The NSPC was the first subregion to plan and execute a "non-conventional" visioning effort as part of the Visioning Phase of the RVGS. MAPC set up a booth at Burlington Truck Day and conducted a survey consisting of 10 questions on regional issues. A total of 151 surveys were collected from communities in and around the NSPC region.

In addition to reviewing the Regional Transportation Plan, the Unified Planning Work Program and the Transportation Improvement Program, NSPC held a special meeting to focus on identifying the highest priority transportation goals and projects. The result of this meeting is that NSPC now has a clear focus on transportation issues. A number of NSPC communities have taken advantage of the \$30,000 worth of planning services available to every community through Executive Order 418. Reading, Wakefield, Burlington and Woburn are all working directly with MAPC to undertake community development plans.

Respectfully submitted,

Marc D. Draisen, Executive Director

READING HOUSING AUTHORITY

“Equal Housing Opportunity”

22 Frank D. Tanner Drive

Reading, MA 01867

(781) 944-6755

From the Chair:

It is with great pleasure that I share with you the activities and accomplishments of the Reading Housing Authority over the past year.

The start of the new year has seen a continued growth in our economy and somewhat stabilized but nonetheless high values in real estate. The pressure on the real estate market has continued to create a critical challenge for poor and lower income families to find, keep and maintain their housing. As the real estate values escalated over the past few years, it was certainly felt most dramatically at the low income levels. Rental units had been at a greater premium in this area; however, only recently, we have begun to see a slight increase in availability. Landlords have been able to ask for and receive high rents which historically prices the poor and lower income families out of the rental market. Again, we are beginning to see a slight change in the rental market area.

The Reading Housing Authority (Authority) strives to assist these families to seek and obtain housing that is decent, safe and sanitary. In an effort to ameliorate this impact, the Authority has attempted to develop and purchase several new units. The Authority hopes to expand affordable housing by razing a two family structure and replacing it with a five-six unit building and will continue those efforts well into the future. That process is a slow one. We continue to support private developers and the Town in their efforts to set aside units for low/moderate income families in their proposed developments. We reach out to owners of multi-family units who would like to work with us to serve our clients.

As always, the Authority goes beyond the bricks and mortar and provides assistance to families, elderly and handicapped persons to obtain the services they need. We work closely with Mystic Valley Elder Services and our home care agency to meet the needs of the elderly residents as they strive to remain independent and age in place. With budget cuts affecting all of us, we strive to maintain our programs, work with other supportive agencies and still offer a safe and decent place for our seniors, disabled and families in need. On behalf of the Board, we want to thank Executive Director, Lyn Whyte and her staff for their continued dedication, commitment and service to the Reading Housing Authority. We look forward to working with them as we meet the new challenges that lie ahead.

Respectfully submitted,

Mary Connors, Chair

Organization:

Organized in 1963 to address the housing needs of the Town's low and moderate income residents, the Reading Housing Authority (Authority) is "*a public body politic and corporate*" duly organized and authorized by Massachusetts General Laws (MGL), Chapter 121B, s.3. The Authority receives its funds from the State and Federal government to assist our clients with their housing needs. Although the Authority does not receive any local funding, five unpaid Reading residents compose the Board of Commissioners. Four of these board members are appointed by the Board of Selectmen and one is the Governor's appointee. Each member serves for a 5 year term. The Board is responsible for the overall operation of the Authority. The day to day responsibility is delegated to the Executive Director.

The Board meets regularly and has scheduled their monthly meetings for the first Monday of each month. The Annual Meeting of the Board is currently scheduled for the month after the Selectmen make their annual appointment of a Board member. Currently, the Board Members and their term of office are as follows:

Mary Connors
52 Sanborn Street

Chair and Tenant Representative
Term expires 6/30/2007

John A. Coote
332 Summer Ave

Vice-Chair
Term expires 6/30/2008

Karen Flammia
19 Vista Avenue

Treasurer
Term expires 6/27/2005

Donald C. Allen
231 Forest Street

Assistant Treasurer and State Appointment
Term expires 5/03/2006

Timothy Kelley
84 Woburn Street

Member
Term expires 6/30/2004

Lyn E. Whyte
41 Shore Road, Saugus

Secretary and Executive Director

Administrative Staff:

The Board contracts an Executive Director who manages the day-to-day operations of the Authority. Within State and Federal guidelines and other budgetary limits, the Executive Director hires the supporting staff necessary to achieve the goals and responsibilities of the Authority's programs. The Executive Director, Lyn Whyte, is in the midst of a three-year contract which expires August 29, 2005.

Administration:

Lyn E. Whyte	Secretary and Executive Director
Catherine Sutherland	Office Manager
Kathleen Rolli	Federal Program Coordinator and Assistant Executive Director
Michelle Hudzik	State Program Coordinator
Karin Keyser	Family Resource Coordinator for Section 8 FSS
Lynne Michaud	Resident Service Coordinator for State Programs
Amal Tawfik	Office Assistant (AARP employee)

Maintenance:

Thomas Stapleton	Maintenance Supervisor
Frank Veglia	Maintenance Staff
Robert Howe	Maintenance Staff

Supportive Services Affiliations:

Home Care:

Jacqueline Carson	Sanborn Home Care Director
Sandra Trainor	Community Parish Nursing
Daniel J. O’Leary	Director, Mystic Valley Elder Services
Pamela Brown	Town of Reading, Elder Services Administrator

Financial Institutions:

Fleet Bank
Reading Cooperative Bank
Massbank
BankNorth
Mass. Municipal Deposit and Trust – State Street Bank

Affiliations:

National Association of Housing and Redevelopment Officials (NAHRO)
Massachusetts Chapter of National Association of Housing and Redevelopment Officials (MassNAHRO)
New England Regional Council of National Association of Housing and Redevelopment Officials (NERC/NAHRO)
Section 8 Administrators Association
North Shore Housing Executive Directors’ Association (NSHEDA)
Adult Literacy Committee of Reading/Wakefield YMCA

Consultants:

Accountants: Fenton, Ewald & Associates

Legal: John L. Greco, Esq. & DHCD Legal Counsel, Lori McBride

Contractors:

Hiltz Waste Disposal

Wilwerth Plumbing

Viking Oil Company

Roberto Bros. Landscaping

Automatic Laundry

Woodbury Electrical

John's Sewer & Pipe Cleaning

Powers Plowing Service

Atlas Alarm

Lowe's

Maintenance:

We do it all – from the beautiful paint job to the new appointments before you move into your new apartment. The maintenance staff meets the challenges on every occasion and has done an excellent job.

With the four seasons here in New England, maintenance has to be ready to take it all in stride. They do the Spring clean-up and plantings, the Summer mowing, watering, weeding and trimming, the Fall leaf pick-up and Winter's snow and ice removal. The maintenance staff works tirelessly to keep our developments looking beautiful. We have been lucky enough to have the assistance of the Work Release Program from the Middlesex Sheriff's Department. They have been exceptional in the work that they have done with our landscaping and painting projects. These programs are cost effective and have become a critical component to maintaining our properties.

During the course of this past year, this program enabled us to paint the interior hallways and exterior entryways and doors of our entire elderly development, a project which had not been done in approximately 15 years. The Community Room at *Tannerville* was also painted floor to ceiling in an effort to provide our senior residents with a beautiful place to meet and socialize.

The Authority is responsible for 108 individual units located on 10 different sites. It is no easy task to keep each one looking in its top form. The maintenance staff is also responsible for the daily work orders and any emergency work that has to be done. The Authority has an extensive preventative maintenance program for all major components and has a cyclical paint schedule for all units.

2003 Grants Received:

Each year, the Authority applies for several grants to improve our properties and better serve our residents and the community. Included in this year's awards were:

Modernization of State Housing

No funding available.

Entering final phase of Energy Conservation Program at all State owned units (\$17,996). That contract is due to expire 07/04.

Supportive Services Grant – HUD

Funding of Family Self-Sufficiency Program Coordinator (\$30,0340.00).

This amount was a 7.25% increase over last years award.

Supportive Services Grant – State

Funding of Resident Service Coordinator to address elderly/non-elderly needs at Frank D. Tanner Drive Complex.

Audits:

The Authority has a single Audit of all programs by an independent auditor each year. The Commonwealth of Massachusetts, Office of the State Auditor has been engaged to perform the latest review of the Authority's programs for fiscal year end June, 2003. The audit is in its final stages and expected to be completed by the end of January, 2004. At this time, the Authority has no indication of any known findings or additional recommendations as a result of this latest audit. The Authority's financial position is adequate to meet the needs of the operation and development of the programs, and we are fortunate to maintain a retained revenue agency status.

Management Review:

The Authority has had a current Management Review done of all State programs. The Asset Managers from the State's Department of Housing and Community Development reviewed all the operations of the State programs to insure compliance in the daily operation of the Authority's budget, occupancy, administration, maintenance, services and tenant participation. The Authority received an excellent review with minor comments.

In regard to our federal program, the Authority submitted its annual Section 8 Management Assessment Program (SEMAP) reports for fiscal year end June, 2003 to HUD for review and subsequent scoring. The purpose of SEMAP is to measure public housing authority performance in key areas of the Section 8 Housing Choice Voucher Program management. It is a tool used by HUD to effectively monitor and assist PHA's.

It is our pleasure to report that the Reading Housing Authority received an overall score of 100 percent for the fiscal year ending June 30, 2003. As a result of this score, the Authority is designated by HUD as a "high performer" with credit going to Section 8 Program Coordinator Kathy Rolli for her continued efforts in administering an ever changing Federal program.

State Programs:

The Authority currently manages the three programs under the State's Department of Housing and Community Development: 667 Housing (elderly/handicapped housing), 705 Housing (Family housing), 689 Housing (Special Needs Housing).

We encourage applicants to apply for our elderly/handicapped (667) housing.

Housing for Elderly/Handicapped Persons (667)

80 units	Frank D. Tanner Drive Complex
Eligibility:	60 years of age or disabled
Income:	1 person - \$43,850
	2 persons - \$50,100

Housing for Families (705)

6 units	Waverly and Oakland Road (six 3BR units)
4 units	Pleasant and Parker Street
	(two 2BR units, one 3BR unit, one 4BR unit)
Eligibility:	Family of two or more depending on bedroom size
Income:	2 persons - \$50,100
	3 persons - \$56,400
	4 persons - \$62,650
	5 persons - \$67,650
	6 persons - \$72,650
	7 persons - \$77,650
	8 persons - \$82,700

Federal Programs:

The Authority manages 125 subsidies for persons of very low income under the Federal Section 8 Program. Currently, our list is closed. The income limits are:

Section 8 Rental Assistance

Income limits:	1 person - \$28,300	2 persons - \$32,300
	3 persons - \$36,350	4 persons - \$40,400
	5 persons - \$43,650	6 persons - \$46,850
	7 persons - \$50,100	8 persons - \$53,350

RHA-Owned Properties:

The Authority presently owns and manages eighteen family units located in various locations throughout the Town of Reading. We continue to pursue opportunities to expand low income housing units within the Town whenever possible. Plans are in development stages to add four three bedroom units to our present housing stock.

Applications:

Elderly/Handicapped Housing (667)

The Authority manages 80 one-bedroom units of housing for elderly/handicapped persons at our Frank D. Tanner Drive complex in Reading. To qualify for this housing, a single person or couple must meet the eligibility guidelines and be **60 years of age or older or handicapped**. The Authority sets aside 13.5% of these units for non-elderly handicapped persons.

The wait list is currently open for all seniors 60 years of age and older. We encourage Reading residents to apply and are making special outreach efforts to elderly of minority representation. The 13.5% non-elderly handicapped requirement has been fulfilled but applications are still being accepted for our wait list. Non-elderly applicants will be served after the Authority has placed all qualified applicants if the 13.5% requirement has been met. **You may obtain an application at the office of the Authority, 22 Frank D. Tanner Drive, Reading, MA 01867.**

Family Housing – State (705)

The Authority operates the State's Family Housing Program with two different developments. The first family housing development that was built by the Authority is located at Oakland and Waverly Roads and is called *Waverly Oaks*. There are six 3-bedroom units. This wait list is currently closed. If we do reopen the wait list, this opening would be advertised in the local paper, and we would notify area churches, human service agencies and the local veterans agency.

Section 8 Federal Housing Assistance Program

Currently, the wait list for our Section 8 Program is closed. The last opening of the wait list in Reading was in February 2002. There are still a large number of families on our wait list who have not been served. We do not anticipate opening the list any time soon but if we do, we will most likely participate in the centralized wait list program initiated in December 2002 administered by Mass NAHRO.

The State maintains a wait list for its programs through the Metropolitan Boston Housing Program (MBHP). Anyone seeking an emergency application should contact MBHP at (800) 272-0990 to obtain an application. The local area service agency for emergency applicants is Community Service Network. You may contact them at (781) 438-1977.

Summit Village First Time Homebuyers Program:

The Authority continues to oversee the maintenance of the wait list for qualified and eligible applicants for the affordable units at Summit Village through the First Time Homebuyers Program. We presently have nine potential buyers on our waitlist, two of which were added in October and November of 2003. Unfortunately, during the past year, no affordable units have been made available.

The “affordable” owners must have a fair market appraisal done, the Authority reviews the appraisal and if accepted, provides the owner with the maximum resale price for the affordable unit. If the owner has a friend who would be eligible and income-qualified, then the Authority reviews their qualifications and provides them with an “Eligible Purchaser Certificate”. If the owner wishes to select an applicant from the wait list, the Authority would send the next available and eligible buyer’s name to the owner to negotiate the sale.

Interested applicants may pick up applications packets at the Town Clerk’s Office in Town Hall, at the Reference Desk at the Reading Public Library, or at the office of the Reading Housing Authority, 22 Frank D. Tanner Drive. When making an application, a \$10.00 fee made payable to the “Reading Housing Authority” must be included along with all pertinent documentation. If the family applying for the affordable unit is headed by two-persons, both parties must execute the application as applicant and co-applicant. Income from all family members age 18+ is included in family income for eligibility. However, if the income of one of these persons is from a dependent (not spouse) who is a full-time student, then a deduction for out of pocket expenses for books, tuition, fees and/or travel is allowed. Documentation from the school must be provided and verification for employment and expenses must be provided with the application. All persons must sign a “Release of Information” to have their documentation verified by the Authority. Highlights of the program are:

First Time Homebuyer

Cannot have owned a home within the last three years, divorced persons cannot currently own home but three year restriction is excused.

Maximum Family Income

Currently, the maximum family income is \$80,800 (effective 2/20/03) for all persons in the family from all sources (wages, interest, dividends, etc.).

Family Housing

The two bedroom units must have a minimum family size of two persons. The maximum number of persons that can qualify for a two bedroom unit would be four persons.

The three bedroom units must have a minimum of three persons with two being minor children living in the household. The maximum number of persons that would qualify for a three bedroom unit would be six persons.

Affordable Price

The affordable price is based on a 20% discount from the current fair market appraisal of the unit which must be verified by the Authority.

Deed Restriction

Anyone wishing to purchase an “affordable” unit should be aware that a permanent deed restriction would be recorded with their deed. This restriction states that the unit must be sold to a qualified and eligible purchaser at a 20% discount from the fair market value as approved by the Reading Housing Authority.

Single Persons

Applications are accepted from single family households but persons on the single person wait list will be chosen only after all the eligible family applicants have been served.

Local Preference

Applicants from the Town of Reading are given preference over other applicants if their application is made on the same day. This local preference is given if a person is employed in the Town of Reading, has a business or enterprise in Reading which has been established for one or more years, if they are parents of a school child in Reading, persons who were residents of Reading for five or more years.

Conclusion:

The Reading Housing Authority is proud to provide this information to you. Anyone interested in obtaining an application for elderly/handicapped housing should contact the authority at 22 Frank D. Tanner Drive or by calling the office at (781) 944-6755.

Please look in the local papers for the opening of our family wait list for the State 705 Program and the Federal Section 8 Rental Assistance Program.

**SPECIAL TOWN MEETING
(Seal)
COMMONWEALTH OF MASSACHUSETTS**

Middlesex, ss.

To any of the Constables of the Town of Reading, Greetings:

In the name of the Commonwealth of Massachusetts, you are hereby required to notify and warn the inhabitants of the Town of Reading, qualified to vote in elections and Town affairs, to meet at the Reading Memorial High School Auditorium, 62 Oakland Road in said Reading, on January 13, 2003, at seven-thirty o'clock in the evening, at which time and place the following articles are to be acted upon and determined exclusively by Town Meeting Members in accordance with the provisions of the Reading Home Rule Charter.

ARTICLE 1 To hear and act on the reports of the Board of Selectmen, Town Accountant, Treasurer-Collector, Board of Assessors, Director of Public Works, Town Clerk, Tree Warden, Board of Health, School Committee, Contributory Retirement Board, Library Trustees, Municipal Light Board, Finance Committee, Cemetery Trustees, Community Planning & Development Commission, Conservation Commission, Town Manager and any other Board or Special Committee.

Board of Selectmen

ARTICLE 2 To choose all other necessary Town Officers and Special Committees and determine what instructions shall be given Town Officers and Special Committees, and to see what sum the Town will raise by borrowing or transfer from available funds, or otherwise, and appropriate for the purpose of funding Town Officers and Special Committees to carry out the instructions given to them, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 3 To see if the Town will vote to amend the FY 2003 – FY 2012, Capital Improvements Program as provided for in Section 7-7 of the Reading Home Rule Charter and as previously amended, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 4 To see if the Town will vote to raise by borrowing, whether in anticipation of reimbursement from the State under Chapter 44, Section 6, Massachusetts General Laws, or pursuant to any other enabling authority, the sum of one million eight hundred thousand dollars (\$1,800,000) for the improvement to Walkers Brook Drive and related areas pursuant to the approved PWED grant for this purpose, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 5 To see what sum the Town will raise by borrowing, or transfer from available funds, or otherwise, and appropriate for the purpose of making extraordinary repairs and/or additions to the Reading Memorial High School at 62 Oakland Road, including the costs of engineering and architectural fees, plans, documents, cost estimates, and related expenses incidental thereto and necessary in

connection therewith, said sum to be expended by and under the direction of the School Committee; and to see if the Town will vote to authorize the School Building Committee, the School Committee, or any other agency of the Town to file applications for a grant or grants to be used to defray the cost of all or any part of the cost of the project; and to see if the Town will vote to authorize the School Committee to enter into all contracts and agreements as may be necessary to carry out the purposes of this Article; provided however that any borrowing authorized by this Article and any appropriation subject to this Article shall be contingent upon the passage of a debt exclusion referendum question under General Laws Chapter 59 s 21c within 90 days of the close of this Special Town Meeting; or take any other action with respect thereto.

School Building Committee

ARTICLE 6 To see what additional sum the Town will raise by borrowing, or transfer from available funds, or otherwise, and appropriate for the purpose of constructing a new school and associated recreational facilities:

On land off Dividence Road shown on Reading Board of Assessor's Rev. January 1, 1981 Map 207 as Lot 3 consisting of 2.0 acres and Lot 4 consisting of 9.6 acres, which land was acquired by the Town for school and recreation purposes by order of taking dated April 13, 1970, recorded in the Middlesex South District Registry of Deeds in Book 11831, Page 432,

including the costs of original furnishings and equipment, landscaping, paving and other site improvements, engineering and architectural fees, plans and specifications, inspection fees, relocation costs, contingencies and related expenses incidental thereto and necessary in connection therewith, said sum to be expended by and under the direction of the School Committee, as an addition to, and in conjunction with, the sum authorized by vote under Article 4 of the Warrant for the Special Town Meeting of December 7, 1998; and to see if the Town will vote to authorize the School Committee or any other agency of the Town to file applications for a grant or grants to be used to defray all or any part of the cost of construction and related matters of said new school and associated recreational facilities, and to see if the Town will vote to authorize the School Committee to enter into all contracts and agreements as may be necessary to carry out the purposes of this Article; provided however that any borrowing authorized by this Article and any appropriation subject to this Article shall be contingent upon the passage of a debt exclusion referendum question under General Laws Chapter 59 s 21c within 90 days of the close of this Special Town Meeting; or take any other action with respect thereto.

School Committee

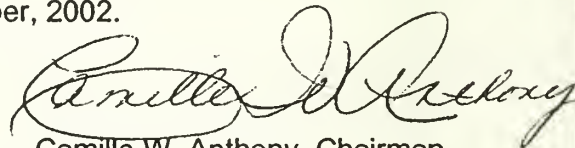
ARTICLE 7 To see if the Town will vote to amend one or more of the votes taken under Article 12 of the Warrant of the Annual Town Meeting of April 22, 2002, relating to the Fiscal Year 2003 Municipal Budget, and see what sum the Town will raise by borrowing or transfer from available funds, or otherwise, and appropriate as the result of any such amended votes for the operation of the Town and its government, or take any other action with respect thereto.

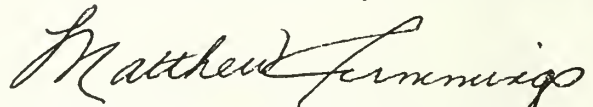
Board of Selectmen

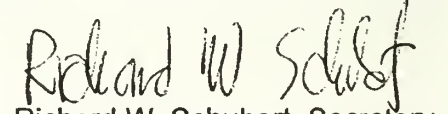
and you are directed to serve this Warrant by posting an attested copy thereof in at least one (1) public place in each precinct of the Town not less than fourteen (14) days prior to January 13, 2003, the date set for the meeting in said Warrant, and to publish this Warrant in a newspaper published in the Town, or by mailing an attested copy of said Warrant to each Town Meeting Member at least fourteen (14) days prior to the time of holding said meeting.

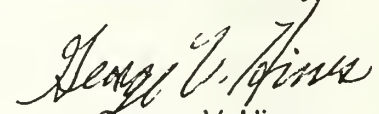
Hereof fail not and make due return of this Warrant with your doings thereon to the Town Clerk at or before the time appointed for said meeting.

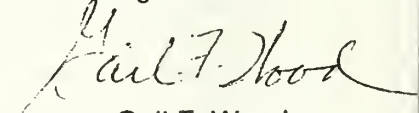
Given under our hands this 17th day of December, 2002.


Camille W. Anthony, Chairman

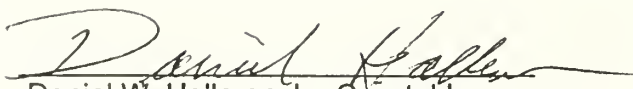

Matthew Cummings, Vice Chairman


Richard W. Schubert, Secretary,


George V. Hines


Gail F. Wood

SELECTMEN OF READING


Daniel W. Halloran Jr., Constable

SPECIAL TOWN MEETING

Reading Memorial High School

January 13, 2003

The meeting was called to order by the Moderator, Alan E. Foulds, at 7:37 p.m., there being a quorum present.

The Invocation was given by Reverend Edward T. Malone, of St. Agnes Catholic Church. There was a moment of silence for Wayne Lewis, a past member of this body followed by the Pledge of Allegiance to the Flag. The Warrant was partially read by the Town Clerk, Cheryl A. Johnson, when on motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was voted to dispense with further reading of the Warrant except for the Officer's Return, which was read by the Town Clerk.

Camille W. Anthony, Chairman of the Board of Selectmen, spoke briefly regarding MMA Conference where Governor Mitt Romney spoke regarding the significant cuts in state aid for FY03 and FY04.

ARTICLE 1 – On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was moved to table the subject matter of Article 1.

ARTICLE 2 – On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was voted to instruct the Board of Selectmen to extend the time period from December 31, 2002 to June 30, 2003 for the conveyance or lease of the Reading landfill, which action will amend the following previous approvals for said conveyance:

- ◆ Motion under Article 2 of the Warrant for the 2002 Subsequent Town Meeting, and
- ◆ Motion under Article 10 of the Warrant for the Annual Town Meeting of April 14, 1997, and
- ◆ Motion under Article 24 of the Warrant for the Annual Town Meeting of April 12, 1999, and
- ◆ As further amended by motion under Article 7 of the September 11, 2000 Special Town Meeting,

which such amendments authorized the conveyance or lease of the Reading landfill and provided that such authorization would expire unless the conveyance has taken place or a lease has been entered into by December 31, 2002 unless further extended by Town Meeting.

ARTICLE 2 – On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was moved to table the subject matter of Article 2.

ARTICLE 3 – On motion by Richard W. Schubert, member of the Board of Selectmen, it was voted to amend the FY 2003 – FY 2012, Capital Improvements Program as provided for in Section 7-7 of the Reading Home Rule Charter by adopting the "Town of Reading Massachusetts Ten Year Capital Improvements Program Fiscal Years 2003 through 2012" as presented.

ARTICLE 4 – On motion by Gail F. Wood, member of the Board of Selectmen, it was voted to raise by borrowing, whether in anticipation of reimbursement from the State under Chapter 44, Section 6, Massachusetts General Laws, or pursuant to any other enabling authority, the sum of One Million Eight Hundred Thousand Dollars (\$1,800,000) for the improvement to Walkers Brook Drive and related areas pursuant to the approved PWED grant for this purpose.

2/3 vote requested
 146 voted in the affirmative
 - 0 - voted in the negative

On motion by Robert A. Brown, Precinct 6, it was moved to take Article 6 before Article 5.

Motion did not carry.

ARTICLE 5 – On motion by Russell T. Graham, Chairman of the Reading School Building Committee, it was voted that:

- ♦ The Town vote, pursuant to Section 2-15 (d) of the Reading Home Rule Charter, to declare the subject matter of this article to be “an emergency measure necessary for the immediate peace, health, safety, or convenience of the Town”; and
- ♦ That the sum of \$54,305,000 is hereby appropriated, to be expended at the direction of the School Committee, to pay costs of making extraordinary repairs and/or additions to the Reading Memorial High School at 62 Oakland Road, including the payment of all engineering and architectural fees and the payment of all other expenses incidental and related to this project; that to meet this appropriation, the Town Treasurer, with the approval of the Selectmen, is hereby authorized, pursuant to Chapter 44, Sections 7(3) and 7(3A) and Chapter 70B of the General Laws, or pursuant to any other enabling authority, to borrow said amount and to issue bonds or notes of the Town therefor; and
- ♦ That the Town vote to authorize the School Building Committee, the School Committee, or any other agency of the Town to file applications for a grant or grants to be used to defray the cost of all or any part of the cost of the project; and that the Town votes to authorize the School Committee to enter into all contracts and agreements as may be necessary to carry out the purposes of this Article;

provided however that no sums shall be borrowed or expended hereunder unless and until the Town shall have voted to exclude the amounts required for the repayment of any bonds or notes authorized by this vote from the property tax levy limitations of Chapter 59, Section 21C of the General Laws, which vote shall be held not later than 90 days following the conclusion of this Special Town Meeting.

Good Evening

I come before you tonight to discuss the financial health of Reading and the Town's plans for future school projects. At the outset, let me say without any equivocation, I am a strong supporter of education and the Reading School District. My two sons are products of Reading public schools. Both are very successful as a result of the excellent educations they received here in town. We relied on Reading Schools to lay a firm educational foundation for our family. The Reading School District did not let us down. You can and should expect that the district will not let your children down either and in order to insure that, you must not let the School District down now.

You must be as concerned as I am with a number of issues facing our town. At the risk of restating what seems painfully clear to many of you, I will enumerate some of our major concerns as we debate the school question.

First, we face a very difficult financial picture. The State Aid that has helped fuel our town growth over the last decade is evaporating at a rapid rate due to a less than robust economy and corresponding unemployment. As the economy drifts without specific direction, adverse impacts in Reading and other communities will occur in many areas, from loss of Excise Revenue to loss in State Aid and other reimbursements. The boon of the 90's is turning into the debacle of the early 2000's. Governor Romney has just warned that cuts will be deep and that we will not see a quick recovery.

Second, the world is hostile place. The situations in Iraq and Korea coupled with the war on terrorism are impacting budgets in every community through uncontrolled growth in insurance rates. Reading will see a dramatic increase in property and liability rates this year and for every year in the foreseeable future. And who among us can predict the impact of the uncertain world marketplace on our costs for oil, gas, and electricity?

Third, wages and health care costs for town employees continue their ever-increasing upward spiral. They already far exceed town ability to generate additional revenue beyond the allowable 2 ½%.

We must face the stark reality that our financial future is dismal. We will have far less money to spend in the next few years while our non-discretionary operating expenses will continue to grow.

In the past few weeks our crisis has deepened. The Finance Committee voted favorably on the school building plan in late December, unaware that on December 31st the Town would face a worsening of its financial stability as Moody's reduced Reading's Bond Rating. Stating grave concerns with our future abilities to manage costs and grow revenues, their analyst gave the following warning: "Moody's believes the town faces budgetary challenges given a limited reserve position, constrained revenue raising flexibility, and the anticipation of potentially sizable state aid reductions. The town has been unable over the past five years to fully replenish appropriated reserves, thus reducing in half the undesignated fund balance levels..... Unlike many Massachusetts communities, Reading does not maintain a Stabilization Fund.anticipated state aid reductions for next fiscal year could further pressure the town's financial position absent either the implementation of sizable additional expenditure reduction initiatives, the institution of new fees, or successful passage of an operating levy override."

In light of the financial crisis, the Superintendent of Schools, pending final approval from the School Committee, has already taken proactive measures, essentially eviscerating the Reading School System with wide ranging cuts. He isn't into cutting flesh or muscle. He is cutting deep into the bone. For those who did not see his list of suggested reductions necessary just to meet town revenue projections for next year, he is cutting \$2.1M. We will lose 9 ½ Elementary Teachers, one FTE or full time equivalent Art/Music teacher, eliminate the ENTIRE Foreign Language Program at the Middle School level by cutting 7 FTEs, cutting 3.5 FTE custodians who clean some of the new facilities we have just built, and 5 other FTE Teachers at the Middle school level. At the high school, he is cutting over 5 FTE Teaching positions. He is eliminating these teaching positions BEFORE ANY STATE AID CUTS are figured into the budget crisis which will necessitate FURTHER teacher layoffs. Our successful athletic programs will now

cost students a minimum of \$200 and perhaps as much as \$400 per sport to participate...instead of the \$50 fee required today. The school situation is indeed bleak, and the next few years will see no improvement according to Dr. Harutunian, who says it will take upwards of 3 years to recover for each year of reductions made.

Our town is in trouble. Though you may not have been willing to admit it until now, you will surly have to deal with our financial shortfalls at the next town meeting. Despite this dire situation, we are still contemplating both a new elementary school and a major project at the High School. While nearly everyone in this room believes that the high school needs renovation, I think it is incumbent upon us, as Reading's legislative body, to take responsibility for the OVERALL situation the town faces and to avoid incurring more taxpayer costs for debt when we DESPERATELY need taxpayer support for operational overrides.

As we discuss debt, we must be critically aware that the current State financial predicament has changed the outlook for SBAB reimbursement. We have always assumed SBAB would help us pay for our school projects on a timely basis. Relying on SBAB now may well adversely impact taxpayers in Reading for many years. First, the state, by law, says that bonding cannot exceed 25 years in total. This means if we bond by BANS for 7 years, we can only issue debt for 18, not 20 years. Second, by SBAB's own written guidance, I quote... "even if we did not approve another project, it would take \$11 BILLION"... (that's B..Billion) "to fully fund the grants already awarded and the projects on the waiting list...as of March 2002 !!! The length of time to receive funding has increased substantially, to the point we cannot even provide likely time frames for individual projects. This uncertainty will make it much more difficult for districts to decide whether to prepare and submit applications and whether to begin construction once applications are received. Cities and towns are again reminded that placement on the waiting list does not constitute a legally binding obligation of the Commonwealth. Although every effort will be made to provide state funding for these projects at some point in the future, such funding is not guaranteed".

I emphasize...such funding is not guaranteed....

So, what does all this mean? First, the revenues of the town are not satisfying the costs we are incurring without significant reduction in services. Second, it is very questionable as to whether Reading will ever be reimbursed for any school projects we begin at this time. Reading must be prepared, at least for the high school and maybe even for the elementary school, to pay 100% of the costs for many years. SBAB approved only 19 projects from their waiting list in 2002 when State finances looked rosy. There were 329 projects awaiting reimbursement as of Oct. 2002. SBAB rules say they must receive reimbursement long before our high school project, which will be competing for prioritization along with many other new submittals this June 1st. Even at a rate of 19 per year, there is already a 17 year backlog of projects in the pipeline before SBAB can get to the new list on which Reading's High School will be placed. So if we are thinking about getting a reimbursement in 7 to 10 years, SBAB says that's **IMPOSSIBLE!!!**

We are laying off 9 ½ elementary classroom teachers, and with every reduction we are driving up class size. Enrollment and class size were among the concerns that led us to consider building a new school. While enrollment increases seem to have leveled off, class size will continue to grow as we deplete the teaching staff. Teachers are the very core of our educational system.

How can we even consider building a new school and incurring the costs associated with it when we are already laying off teachers? How can Town Meeting expect to have the ability to fund the staffing and opening of a new school when we can no longer maintain existing programs in our schools?

The high school renovations we so desperately need, even with some miraculous SBAB reimbursement scheme in the future, are unthinkable at this time given the financial crisis we now face. We cannot expect taxpayers to assume higher taxes for two new schools and to fund a bail out of our dire financial circumstances at the same time. Town Meeting members must decide NOW.... Will we ask the voters to fund buildings or will we ask for more revenue in terms of a debt exclusion override for current operating expenses which will put CLASSROOM Teaches back where they are desperately needed ? It all comes down to our priorities.

To ensure all our children continue to get an excellent education, our priorities must be to fund teachers. A beautiful building does not instruct a child....only a teacher can. Our kids are our most important asset....we must guarantee their educational future.

Fred Van Magness
Precinct 8

On motion by William C. Brown, Precinct 8, it was moved to strike the preamble in Article 5. The first section that reads "The Town vote...or convenience of the Town; and"

Motion did not carry.

On motion by Linda M. Phillips, Precinct 6, it was moved to add to the end Article 5 the following language "the project and funding shall not proceed without a guarantee of state reimbursement."

Motion did not carry.

On motion by Nancy M. Graham, Precinct 4, it was voted to move the question.

2/3 vote requested
131 voted in the affirmative
27 voted in the negative

On motion by William C. Brown, Precinct 8, it was moved to request a roll call vote.

20 votes required - received 10 votes

Motion did not carry.

on the original motion
2/3 vote requested
138 voted in the affirmative
18 voted in the negative

ARTICLE 6 – On motion by William J. Griset, Jr., Chairman of the School Committee it was voted that:

- ♦ The Town vote, pursuant to Section 2-15 (d) of the Reading Home Rule Charter, to declare the subject matter of this article to be “an emergency measure necessary for the immediate peace, health, safety, or convenience of the Town”; and
- ♦ That the sum of \$2,500,000 is hereby appropriated, to be expended at the direction of the School Committee, to pay costs of constructing a new school and associated recreational facilities on land off Dividence Road shown on Reading Board of Assessor’s Rev. January 1, 1981 Map 207 as Lot 3 consisting of 2.0 acres and Lot 4 consisting of 9.6 acres, which land was acquired by the Town for school and recreation purposes by order of taking dated April 13, 1970, recorded in the Middlesex South District Registry of Deeds in Book 11831, Page 432, including the costs of original furnishings and equipment, landscaping, paving and other site improvements, engineering and architectural fees, plans and specifications, inspection fees, relocation costs, contingencies and related expenses incidental thereto and necessary in connection therewith; and that to meet this appropriation, the Town Treasurer, with the approval of the Selectmen, is hereby authorized, pursuant to Chapter 44, Sections 7(3) and 7(3A) and Chapter 70B of the General Laws, or pursuant to any other enabling authority, to borrow said amount and to issue bonds or notes of the Town therefor, which amount shall be in addition to, and in conjunction with, the sum authorized to be borrowed by vote of the Town taken under Article 4 of the Warrant for the Special Town Meeting of December 7, 1998; and
- ♦ That the Town vote to authorize the School Committee or any other agency of the Town to file applications for a grant or grants to be used to defray all or any part of the cost of construction and related matters of said new school and associated recreational facilities, and
- ♦ That the Town vote to authorize the School Committee to enter into all contracts and agreements as may be necessary to carry out the purposes of this Article;

provided however that no sums shall be borrowed or expended hereunder unless and until the Town shall have voted to exclude the amounts required for the repayment of any bonds or notes authorized by this vote from the property tax levy limitations of Chapter 59, Section 21C of the General Laws, which vote shall be held not later than 90 days following the conclusion of this Special Town Meeting.

Presentation by William J. Griset, Jr., Chairman of the School Committee:

I would like to take a few moments to speak to Article 6, which is the School Committee's request for an additional \$2.5 million so we can begin construction on the new elementary school.

- In December 1998 we came before Town Meeting and received Town Meeting's overwhelming endorsement to move the Barrows' project and our new elementary school at Dividence Road forward.
- In January 1999 the Town of Reading had a referendum on the two elementary schools. The Barrows project passed and the new elementary school did not.
- In January 2000 the new elementary school was approved in a town wide referendum. In April 2000 we came back to Town Meeting and received \$515,000 of additional dollars for the Barrows project.

Since April 2000 we have been in litigation involving environmental protection issues. This past fall our attorneys notified us that even though the litigation is not 100% complete, the Town and Schools have virtually no exposure left and any additional work that must be done on the project would be substantially less than the cost of continued delays. In November the Reading School Committee heard a presentation by the architect, the Superintendent of Schools, the Town Finance Director, a representative from NESDEC the professional organization that does our enrollment studies and our attorneys. Our attorneys presented information that reassured the School Committee, and the Committee became convinced that it was time to move this project forward. On November 4, 2002 the School Committee voted to direct the Superintendent to move forward as quickly as possible with the development of the new elementary school and the Barrows School project.

I stand before you tonight as Chairman of the Reading School Committee, asking for your support for an additional \$2.5 million. This \$2.5 million will cost the average taxpayer, on a home assessed at \$355,000, an estimated \$15.62 per year for the first two years of borrowing, \$37.01 the third year, with a gradual decline in cost over the remaining years.

We continue to have six portable classrooms, no empty classrooms in the elementary schools and art and music on a cart. More importantly, the Commonwealth is no longer reimbursing projects at 66%. If you approve this additional money, the cost of the principal and interest for the two elementary schools will be an estimated \$35.8 million of which Reading's share would be estimated at \$13.6 million. If the Town chooses not to build the new elementary school, the Barrows school will still need renovations at a principal and interest cost of \$14 million of Reading taxpayer money that, for the most part, would not be reimbursable. Because we are grandfathered in the old SBA reimbursement formula, we can renovate the Barrows building, build a new elementary school, remove the portable classrooms and create new space for art and music for \$13.6 million. Please support this important initiative. At this time I would like to introduce Sid Bowen, Principal in the Architectural Firm of Flansburgh Associates.

On motion by Michael F. Slezak, Precinct 6, it was voted to move the question.

2/3 vote required
126 voted in the affirmative
23 voted in the negative

on original motion
2/3 vote required
147 voted in the affirmative
14 voted in the negative

Thank you Mr. Moderator, Good evening Town Meeting.

ARTICLE 7 – On motion by Richard W. Schubert, member of the Board of Selectmen, it was voted to amend the votes taken under Article 12 of the Warrant of the Annual Town Meeting of April 22, 2002, relating to the Fiscal Year 2003 Municipal Budget, by:

Increasing Line D14 – General Services Salaries and Wages by \$9,000 to a total of \$285,276 with the amount of \$9,000 being transferred from Certified Free Cash; and
Increasing Line D15 - General Services Expenses by \$4,500 to a total of \$358,275 with the amount of \$4,500 being transferred from Certified Free Cash.

ARTICLE 2 - On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was moved to take Article 2 off the table.

ARTICLE 2 - On motion by Nancy Huntington-Stager, Precinct 1, and David Lautman, Precinct 4, it was moved to instruct the Board of Selectmen to write a letter to the Governor of the Commonwealth and our State Legislators expressing our strong disagreement with any cuts in Chapter 70 funds.

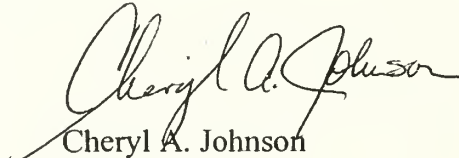
Motion carried.

On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was voted that this Special Town Meeting stand adjourned sine die.

Meeting adjourned at 11:20 p.m.

164 Town Meeting Members were present.

A true copy. Attest:


Cheryl A. Johnson
Town Clerk

SPECIAL ELECTION WARRANT
(Seal)
COMMONWEALTH OF MASSACHUSETTS

Middlesex ss.

To any of the Constables of the Town of Reading, Greetings:

In the name of the Commonwealth of Massachusetts, you are hereby required to notify and warn the inhabitants of the Town of Reading, qualified to vote in elections and Town Affairs, to meet at the place designated for the eight precincts in said Town, namely:

Precincts 1, 2, 3, 4, 5, 6, 7, and 8
Hawkes Field House, 62 Oakland Road

TUESDAY, THE TWENTY-FIFTH DAY OF FEBRUARY, 2003 from 7:00 a.m. to 8:00 p.m. to cast their votes in the Special Local Election for the following questions:

Question 1 (Article 5)

Shall the Town of Reading be allowed to exempt from the provisions of proposition two and one-half, so-called, pursuant to G.L. c. 59, §21C(k), the amounts required to pay for the bond issued in order to make extraordinary repairs and/or additions to the Reading Memorial High School at 62 Oakland Road, including the costs of engineering and architectural fees, plans, documents, cost estimates, and related expenses incidental thereto and necessary in connection therewith?

Question 2 (Article 6)

Shall the Town of Reading be allowed to exempt from the provisions of proposition two and one-half, so-called, pursuant to G.L. c. 59, §21C(k), the amounts required to pay for the bond issued in order to construct a new school and associated recreational facilities on land off Dividence Road shown on Reading Board of Assessors Rev. January 1, 1981 Map 207 as Lot 3, consisting of 2.0 acres and Lot 4, consisting of 9.6 acres, which land was acquired by the Town for school and recreation purposes by Order of Taking dated April 13, 1970, recorded in the Middlesex South Registry of Deeds in Book 11831, Page 432, including the costs of original furnishings and equipment, landscaping, paving and other site improvements, engineering and architectural fees, plans and specifications, inspection fees, relocation costs, contingencies and related expenses incidental thereto and necessary in connection therewith, as an addition to or in conjunction with, the sum authorized by vote of Article 4 of the Warrant for the Special Town Meeting of December 7, 1998?

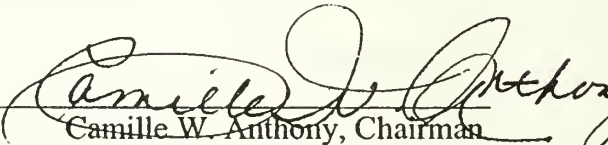
Question 3

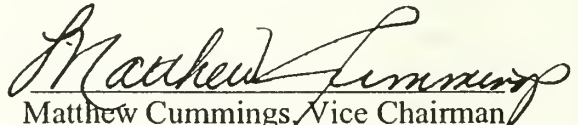
Shall the Town of Reading be allowed to assess an additional \$250,000 in real estate and personal property taxes, pursuant to G.L. c.59, §21C(i½), for the construction of sidewalks on Franklin Street, from Main Street to Grove Street, including the costs of engineering fees, plans, documents, cost estimates, and related expenses incidental thereto and necessary in connection therewith, for the fiscal year beginning July 1, 2003?

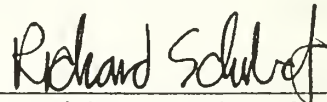
and you are directed to serve this Warrant by posting an attested copy thereof in at least one (1) public place in each precinct of the Town not less than seven (7) days prior to February 25, 2003, the date set for the election in said Warrant, and to publish this Warrant in a newspaper published in the Town.

Hereof fail not to make due return of this Warrant with your doings thereon to the Town Clerk at or before the time appointed for said voting.

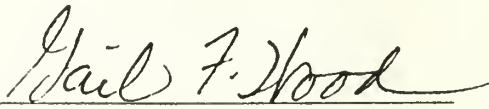
Given under our hands this 14th day of January 2003.


Camille W. Anthony, Chairman

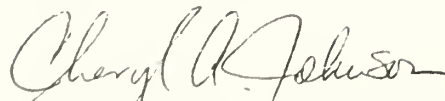

Matthew Cummings, Vice Chairman

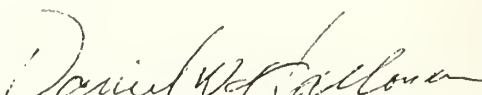

Richard Schubert, Secretary

George V. Hines


Gail F. Wood
BOARD OF SELECTMEN

A true copy. Attest:


Cheryl A. Johnson, Town Clerk


Daniel W. Halloran, Constable

COMMONWEALTH OF MASSACHUSETTS

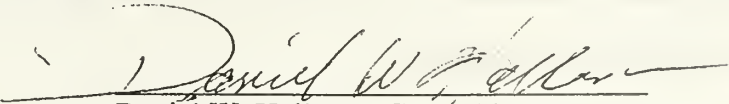
Middlesex, ss. Officer's Return, Reading:

By virtue of this Warrant, I, on January 17, 2003 notified and warned the inhabitants of the Town of Reading, qualified to vote in elections and Town affairs, to meet at the place and at the time specified by posting attested copies of this Special Local Election Warrant in the following public places within the Town of Reading:

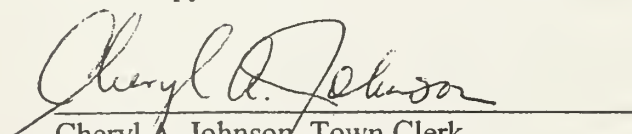
- Precinct 1 J. Warren Killam School, 333 Charles Street
- Precinct 2 Registry of Motor Vehicles, 275 Salem Street
- Precinct 3 Reading Police Station, 15 Union Street
- Precinct 4 Joshua Eaton School, 365 Summer Avenue
- Precinct 5 Town Hall, 16 Lowell Street
- Precinct 6 Alice M. Barrows School, 16 Edgemont Avenue
- Precinct 7 Reading Library, Local History Room, 64 Middlesex Avenue
- Precinct 8 Charles Mobil on the Run, 1330 Main Street

The date of posting being not less than seven (7) days prior to February 25, 2003, the date set for the Special Local Election in this Warrant.

I also caused an attested copy of this Warrant to be published in the Reading Chronicle in the issue of February 5, 2003.


Daniel W. Halloran, Constable

A true copy. Attest:


Cheryl A. Johnson, Town Clerk

SPECIAL ELECTION**February 25, 2003**

Pursuant to the Warrant and the Constable's Return thereon, A Special Election was held for all eight precincts at the Hawkes Field House. The Warrant was partially read by the Town Clerk, Cheryl A. Johnson, when on motion of Harold Hulse, Precinct 2, it was voted to dispense with further reading of the Warrant except the Constable's Return, which was then read by the Town Clerk. The Ballot boxes were examined by the respective Wardens and each found to be empty and registered at -0-.

The Town Clerk declared the polls open at 7:00 a.m. and closed at 8:00 p.m. with the following results:

7898 ballots (50% of registered voters) cast as follows:

QUESTION 1 - (Article 5)

Shall the Town of Reading be allowed to exempt from the provisions of proposition two and one-half, so-called, pursuant to G.L. c. 59, §21C(k), the amounts required to pay for the bond issued in order to make extraordinary repairs and/or additions to the Reading Memorial High School at 62 Oakland Road, including the costs of engineering and architectural fees, plans, documents, cost estimates, and related expenses incidental thereto and necessary in connection therewith?

	Pr 1	Pr 2	Pr 3	Pr 4	Pr 5	Pr 6	Pr 7	Pr 8	Total
Yes	732	438	316	794	472	636	741	673	4802
No	392	330	300	372	344	421	347	388	2894
Blanks	23	20	75	21	13	16	15	19	202
Total	1147	788	691	1187	829	1073	1103	1080	7898

QUESTION 2 - (Article 6)

Shall the Town of Reading be allowed to exempt from the provisions of proposition two and one-half, so-called, pursuant to G.L. c. 59, §21C(k), the amounts required to pay for the bond issued in order to construct a new school and associated recreational facilities on land off Dividence Road shown on Reading Board of Assessors Rev. January 1, 1981 Map 207 as Lot 3, consisting of 2.0 acres and Lot 4, consisting of 9.6 acres, which land was acquired by the Town for school and recreation purposes by Order of Taking dated April 13, 1970, recorded in the Middlesex South Registry of Deeds in Book 11831, Page 432, including the costs of original furnishings and equipment, landscaping, paving and other site improvements,

engineering and architectural fees, plans and specifications, inspection fees, relocation costs, contingencies and related expenses incidental thereto and necessary in connection therewith, as an addition to or in conjunction with, the sum authorized by vote of Article 4 of the Warrant for the Special Town Meeting of December 7, 1998?


	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Yes	614	328	263	657	392	554	606	554	3968
No	501	436	350	500	420	499	474	500	3680
Blanks	32	24	78	30	17	20	23	26	250
Total	1147	788	691	1187	829	1073	1103	1080	7898

QUESTION 3

Shall the Town of Reading be allowed to assess an additional \$250,000 in real estate and personal property taxes, pursuant to G.L. c.59, §21C(i1/2), for the construction of sidewalks on Franklin Street, from Main Street to Grove Street, including the costs of engineering fees, plans, documents, cost estimates, and related expenses incidental thereto and necessary in connection therewith, for the fiscal year beginning July 1, 2003?

	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Yes	407	185	177	408	247	391	426	501	2742
No	698	579	432	742	557	662	649	550	4869
Blanks	42	24	82	37	25	20	28	29	287
Total	1147	788	691	1187	829	1073	1103	1080	7898

a true copy. Attest:


Cheryl A. Johnson, Town Clerk

COMMONWEALTH OF MASSACHUSETTS

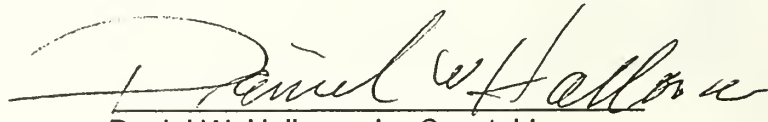
Middlesex, ss. Officer's Return, Reading:

By virtue of this Warrant, I, on February 12, 2003 notified and warned the inhabitants of the Town of Reading, qualified to vote on Town affairs, to meet at the place and at the time specified by posting attested copies of this Town Meeting Warrant in the following public places within the Town of Reading:

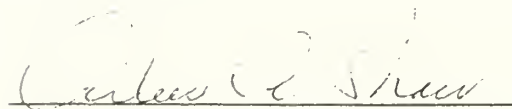
Precinct 1	J. Warren Killam School, 333 Charles Street
Precinct 2	Registry of Motor Vehicles, 275 Salem Street
Precinct 3	Reading Police Station, 15 Union Street
Precinct 4	Joshua Eaton School, 365 Summer Avenue
Precinct 5	Town Hall, 16 Lowell Street
Precinct 6	Alice M. Barrows School, 16 Edgemont Avenue
Precinct 7	Reading Library, Local History Room, 64 Middlesex Avenue
Precinct 8	Charles Mobil on the Run, 1330 Main Street

The date of posting being not less than fourteen (14) days prior to March 3, 2003, the date set for the Special Town Meeting in this Warrant.

I also caused an attested copy of this Warrant to be published in the Reading Chronicle in the issue of February 13, 2003


Daniel W. Halloran Jr., Constable

A true copy. Attest:


Aileen A. Shaw, Assistant Town Clerk

**SPECIAL TOWN MEETING
(Seal)
COMMONWEALTH OF MASSACHUSETTS**

Middlesex, ss.

To any of the Constables of the Town of Reading, Greetings:

In the name of the Commonwealth of Massachusetts, you are hereby required to notify and warn the inhabitants of the Town of Reading, qualified to vote in elections and Town affairs, to meet at the Reading Memorial High School Auditorium, 62 Oakland Road in said Reading, on Monday, March 3, 2003, at seven-thirty o'clock in the evening, at which time and place the following articles are to be acted upon and determined exclusively by Town Meeting Members in accordance with the provisions of the Reading Home Rule Charter.

ARTICLE 1 To hear and act on the reports of the Board of Selectmen, Town Accountant, Treasurer-Collector, Board of Assessors, Director of Public Works, Town Clerk, Tree Warden, Board of Health, School Committee, Contributory Retirement Board, Library Trustees, Municipal Light Board, Finance Committee, Cemetery Trustees, Community Planning & Development Commission, Conservation Commission, Town Manager and any other Board or Special Committee.

Board of Selectmen

ARTICLE 2 To choose all other necessary Town Officers and Special Committees and determine what instructions shall be given Town Officers and Special Committees, and to see what sum the Town will raise by borrowing or transfer from available funds, or otherwise, and appropriate for the purpose of funding Town Officers and Special Committees to carry out the instructions given to them, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 3 To see if the Town will vote to amend the FY 2003 – FY 2012, Capital Improvements Program as provided for in Section 7-7 of the Reading Home Rule Charter and as previously amended, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 4 To see if the Town will vote pursuant to M.G.L. c. 43B Section 10(a) to approve an amendment to the Reading Home Rule Charter by adding the following language to Section 3-5:

“The Municipal Light Board shall hire the General Manager of the Reading Municipal Light Department and set his compensation; the General Manager shall serve at the pleasure of the Board and may be removed by vote of a majority of the entire Board after notice and hearing.

The Municipal Light Board shall appoint the Accounting Manager or Chief Accountant of the Reading Municipal Light Department; and appoint counsel to the Reading Municipal Light Department.

The Municipal Light Board may delegate in whole or in part as it may deem proper, the direct supervision of the Accounting Manager or Chief Accountant as the case may be, along with supervision of other subordinate employees.

The Municipal Light Board shall approve warrants for payments of all bills and payroll of the Municipal Light Department; and approve all contracts made in accordance with M.G.L. c. 30B, except contracts for purchasing of power.

The Municipal Light Board shall employ the Auditor appointed by the Town of Reading Audit Committee.

The Municipal Light Board shall annually set electric rates and approve an annual operating budget and Capital Improvements Program each fiscal year. Such approval will be done by a majority vote of the Municipal Light Board. After the Municipal Light Board has approved an annual operating budget and Capital Improvements Program, it will present them to the Reading Finance Committee and Reading Town Meeting. Upon request of any of the other towns served by the Reading Municipal Light Department, the Municipal Light Board shall make a presentation to the Finance Committee and/or Town Meeting of any such town(s)."

or take any other action with respect thereto.

Board of Selectmen

ARTICLE 5 To see if the Town will vote to amend Section 3.8 of the General Bylaws of the Town of Reading Massachusetts by deleting Section 3.8.1 and 3.8.2 in their entirety and substituting therefore the following language:

"3.8 Audit Committee

3.8.1 There shall be an Audit Committee consisting of seven (7) members appointed for three (3) year terms so arranged that as near an equal number of terms as possible shall expire each year. No member of the Audit Committee shall be a Town employee; however, notwithstanding the provisions of Section 3.4.6 of these Bylaws to the contrary, a Finance Committee member may be a member of the Audit Committee. Two (2) members shall be appointed by the Board of Selectmen, two (2) members shall be appointed by the School Committee, one (1) member shall be appointed by the Reading Municipal Light Board, and two (2) members shall be appointed by the Finance Committee.

3.8.2 The Audit Committee shall determine the firm or firms of independent auditor(s) that is to audit and report on the financial statements issued by the Town, including the Reading Municipal Light Department. The Audit Committee shall review the audit plan with the independent auditor(s) and, upon completion of the audit, meet with the independent auditor(s) to discuss the results of the audit and the annual financial reports. The Audit Committee shall transmit a copy of the completed annual audit and report to the Board of Selectmen, the Finance Committee, the School Committee and the Reading Municipal Light Board by the end of the calendar year within which the Fiscal Year covered by the audit occurs."

or take any other action with respect thereto.

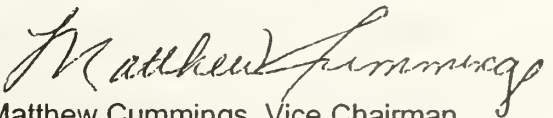
Board of Selectmen

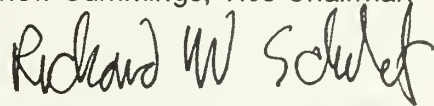
and you are directed to serve this Warrant by posting an attested copy thereof in at least one (1) public place in each precinct of the Town not less than fourteen (14) days prior to March 3, 2003, the date set for the meeting in said Warrant, and to publish this Warrant in a newspaper published in the Town, or by mailing an attested copy of said Warrant to each Town Meeting Member at least fourteen (14) days prior to the time of holding said meeting.

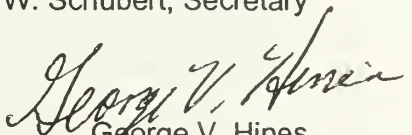
Hereof fail not and make due return of this Warrant with your doings thereon to the Town Clerk at or before the time appointed for said meeting.

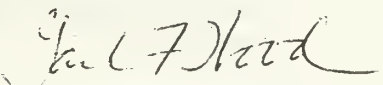
Given under our hands this 11th day of February, 2003.


Camille W. Anthony, Chairman

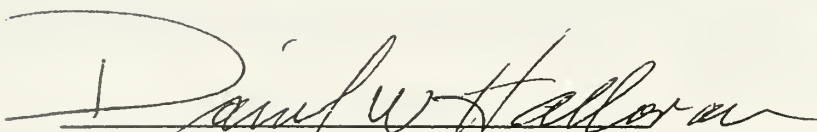

Matthew Cummings, Vice Chairman


Richard W. Schubert, Secretary


George V. Hines


Gail F. Wood

SELECTMEN OF READING


Daniel W. Halloran Jr., Constable

SPECIAL TOWN MEETING

Reading Memorial High School

March 3, 2003

The meeting was called to order by the Moderator, Alan E. Foulds, at 7:43 p.m., there being a quorum present.

The Invocation was given by Reverend Kevin H. Vendt, of the First Baptist Church followed by the Pledge of Allegiance to the Flag. The Warrant was partially read by the Town Clerk, Cheryl A. Johnson, when on motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was voted to dispense with further reading of the Warrant except for the Officer's Return, which was read by the Town Clerk.

Thomas J. Ryan, Precinct 1, requested a point of personal privilege to give a slide presentation of the Coolidge Middle School Olympiam Team.

Camille W. Anthony, Chairman of the Board of Selectmen, moved to take Article 4 out of order.

ARTICLE 4 - On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was moved pursuant to M.G.L. c. 43B Section 10(a) to approve an amendment to the Reading Home Rule Charter by adding the following language to Section 3-5:

"The Municipal Light Board shall hire the General Manager of the Reading Municipal Light Department and set his compensation; the General Manager shall serve at the pleasure of the Board and may be removed by vote of a majority of the entire Board after notice and hearing.

The Municipal Light Board shall appoint the Accounting Manager or Chief Accountant of the Reading Municipal Light Department; and appoint counsel to the Reading Municipal Light Department.

The Accounting Manager or Chief Accountant as the case may be, and Counsel shall be subject to the supervision of the General Manager.

The Municipal Light Board shall approve warrants for payments of all bills and payroll of the Municipal Light Department; and approve all contracts made in accordance with M.G.L. c. 30B, except contracts for purchasing of power.

The Municipal Light Board shall employ the Auditor appointed by the Town of Reading Audit Committee.

The Municipal Light Board shall annually set electric rates and approve an annual operating budget and Capital Improvements Program each fiscal year. Such approval will be done by a majority vote of the Municipal Light Board. After the Municipal Light Board has approved an annual operating budget and Capital Improvements Program, it will present them to the Reading Finance Committee and Reading Town Meeting. Upon request of any of the other towns served by the Reading Municipal Light Department, the Municipal Light Board shall make a presentation to the Finance Committee and/or Town Meeting of any such town(s)."

Briefing for Articles 4 and 5 Board of Selectmen

Special Town Meeting
March 3, 2003

1

FUNDAMENTAL ISSUES

- Address Governance, NOT Operation
- Provide an overall structure of priorities as the basis upon which policies can be made
- As preamble to charter says, it is about "re-establishing our individual sovereignty with respect to the conduct of our local government"

2

OVERVIEW

- December 2001 – I.G. Report
- RMLD oversight committee formed
- Melanson & Heath engaged for forensic audit
- Audit results surfaced lack of adherence to policy and/or lack of specific policies
- Reading Light Board enacts certain policies regarding credit cards, petty cash, travel & entertainment, employee communication
- Results begged the larger question whether or not there were fundamentals lacking in Town of Reading governance of the RMLD
- June – BOS establish Ad Hoc Committee

3

AD HOC charge

To advise the Board of Selectmen on what changes if any should be made to the **governance of the RMLD** to ensure continued high quality of service, adherence to community standards of business, and the ability to move forward with new ventures that reinforce their commitment to the Town of Reading and the other communities they serve.

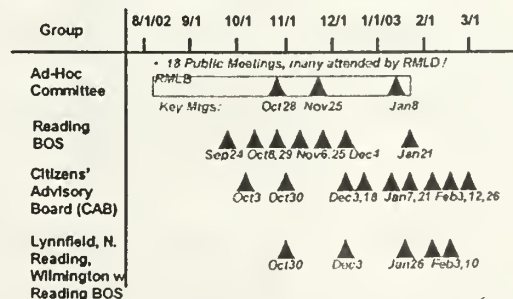
4

Citizens Advisory Board

- 2 Major Responsibilities
- Input to RMLD on (Significant Expansion or Retirement of RMLD Transmission, Power Contracts, General Plan or Generation, Cost-of-Service/Rate Making, Financial/Accounting Practice, other issues that may come before board)
- Review the operating and capital budget, may recommend increases, decreases and alterations to proposed budget

5

Timeline of Meetings



6

Key Dates and Meetings

- 8/5/02-1/21/03 – Ad-Hoc Committee holds 18 meetings; interviews Reading, RMLD/RMLB, and other LD officials
- 10/3/02 – Ad-Hoc Committee interviews CAB
- 10/29/02 – Ad-Hoc Committee presents initial recommendations to Reading BOS
- 10/30/02 – Ad-Hoc Committee presents initial recommendations to CAB and reps of the four Towns' BOS (appointed Light Board with enhanced powers)
- 11/13/02-11/25/02 – Ad-Hoc Committee considers CAB input, refines root cause analysis, and votes new recommendations

7

Key Dates and Meetings (Cont.)

- 12/3/02 – Ad-Hoc Committee presents revised recommendations to CAB and reps of 4 Towns' BOS (elected Light Board with enhanced powers)
- 12/4/02 – Ad-Hoc Committee presents revised recommendations to Reading BOS
- 12/11/02 – Subcommittee of Ad-Hoc Committee, including 2 Light Board members, agrees on refinements to revised recommendations
- 1/8/02 – Ad-Hoc Committee votes FINAL recommendations
- 1/9/02 – Final Ad-Hoc Committee recommendations sent to Reading BOS, CAB members, and RMLD / RMLB

8

Key Dates and Meetings (Cont.)

- 1/22/03 – Reading BOS transmit Ad-Hoc Committee recommendations to BOS of all four towns
- 1/26, 2/3, and 2/10/03 – Members of Reading BOS meet and discuss recommendations with Lynnfield, No. Reading, and Wilmington BOS
- 2/11/03 – Reading BOS close 3/3 STM warrant and transmit Report of Special Counsel to RMLD & CAB
- 1/21, 2/3, 2/12/03 – CAB meets but takes no formal action on the Ad-Hoc Committee recommendations
- 2/26/03 – CAB passes motion that it cannot issue a recommendation at this time regarding the proposed amendments to the Reading Home Rule Charter

9

Root Issues

Problem Group	Problem Observed	Result of Problem
General Manager	Failed to follow his own reimbursement and travel policies	Travel and credit card irregularities cited by I.G.
General Manager	Failed to enact policies allowing the accounting manager and employees to report noncompliance issues	Created culture of fear among employees
General Manager	GM not required to post bond	Unclear, because the GM did not directly handle finances

10

Root Issues (Cont.)

Problem Group	Problem Observed	Result of Problem
General Manager, Assistant General Mgr, and another employee	Accepted gifts from vendors in excess of the statutory allowable amount	Conflict of interest finding by I.G.
Light Board	Failed to examine all transaction in detail, before signing warrants	Light Board approved warrants without sufficient backup information
Light Board	Failed to understand the significance of the lack of the Accounting Manager's signature for warrants to be processed	Light Board approved warrants without sufficient backup information

11

Root Issues (Cont.)

Problem Group	Problem Observed	Result of Problem
Light Board	Failed to exercise "direction and control" in managing the General Manager through policy setting & enforcement	Abuse of power by General Manager
Light Board	Viewed the role of the CAB as more than a purely "advisory" one	Conflicted view by Light Board of their fiduciary responsibility to Town of Reading
Light Board and General Manager	Insufficient financial oversight by the Town of Reading's Finance Committee and Audit Committee	No advice and consent from Reading Finance on outside business agreements. Inability of Reading Audit Committee to see RMLD audit letter

12

Section 3-5

Reading Home Rule Charter

- **Municipal Light Board**
 - Five (5) Members elected for three (3) year terms
 - Charge of all real estate, facilities, personnel & equipment of the Town pertaining to the production and transmission of electrical power, both within the Town and elsewhere
 - Shall have powers & duties under G.L., C. 164 Sec.34 and other general/special acts, further powers and duties assigned by this Charter; by bylaw an by other Town Meeting vote

13

MGL Chapter 164 – General Manager

- **The General Manager shall have full charge of:**
 - Operation and management of the plant
 - Manufacture & distribution of gas or electricity
 - Purchase of supplies
 - Employment
 - Employment of attorneys and auditors and of “agents and servants”
 - Method, time, price, quantity and quality of supply
 - Collection of bills and keeping of accounts

14

Amended Charter Section 3-5

- **Municipal Light Board shall:**
 - Hire General Manager, set compensation. GM shall serve at pleasure of the board
 - Appoint Accounting Manager/Chief Accountant and legal counsel (Acct.Manager / legal counsel supervised by GM)
 - Employ auditor appointed by Audit Committee
 - Approve warrants and contracts made in accordance with M.G.L. c 30B, except power contracts
 - Set electric rates, make presentations to FinCom & Town Meeting

15

Process Challenges

- Pervasive underlying commitment to status quo by some parties
- Perception by some constituencies that the RMLD is an electric co-operative owned and operated by / accountable to the rate payers
- History of authority abdication by the RML Board to the Citizens Advisory Board
- Belief by some constituencies that the other communities should have voting authority on RMLB

16

Process Challenges (Conc.)

- Re-define roles/responsibilities of Governance (Town Meeting/Charter), Executive Management (Light Board), Operations (GM) & Employees
- Respond to misperceptions and misinformation
- Continual focus on governance improvement – through structural changes

17

Benefits of Proposed Changes

- MLB shall hire GM, set compensation, serve at pleasure of board
 - Provides framework of employment
 - Precludes some provisions in previous GM contract from happening again
 - Provides for more accountability

18

Benefits of Proposed Changes (Cont.)

- Light Board shall appoint Accounting Manager & Legal Counsel
 - Adds dual control having Accounting Manager report directly to Board
 - Responds to core problem of the accounting manager having no one to report issues to
 - Provides reporting structure if policies are ignored
 - Eliminates inherent conflict of interest in legal representation (I.E., legal counsel creating GM employment contract)
 - Provides accountability for excessive legal expenditures

19

Benefits of Proposed Changes (Cont.)

- Accounting Manager/Legal Counsel subject to supervision of GM
 - Provides for dotted line reporting
 - Assists in day-to-day operations without blurring final accountability

20

Benefits of Proposed Changes (Cont.)

- Light Board shall approve warrants and approve contracts in accordance with M.G.L. c 30B, except power contracts
 - Eliminates warrant approval process (former GM/Legal counsel said Board had no authority)
 - Focuses accountability for expenditures
 - Codifies current policy into Governance structure so that subsequent boards are bound

21

Benefits of Proposed Changes (Conc.)

- Light Board shall set electric rates, approve budgets, shall present approved budgets to Reading Finance Committee and Town Meeting – and other Towns if requested
 - Provides additional visibility
 - Codifies current practice
 - Emphasizes RMLD as part of the Reading Municipal Government

22

John H. Russell, Precinct 8, made as a report of the Bylaw Committee, a motion to indefinitely postpone the subject matter of Article 4 as follows:

The Bylaw Committee recommends the content of Article 4 by a vote of 3:0:1 abstention but moves to indefinitely postpone Article 4 after full discussion takes place and a vote representing the sense of town meeting is taking for the short term direction to the Board of Commissioners, and that the article be brought back to the next annual town meeting. The reason for this motion is to avoid procedural challenges.

William C. Brown, Precinct 8, moves to adjourn town meeting sine die.

Motion did not carry.

William C. Brown moves the question of indefinite postponement.

2/3 vote requested
41 voted in the affirmative
66 voted in the negative

Motion did not carry.

Motion by George Hines to table the subject matter of Article 4.

Motion carried.

ARTICLE 2 - Camille W. Anthony, Chairman of the Board of Selectmen, moved to take Article 2 out of order.

ARTICLE 2 - John H. Russell, Precinct 8, moves to instruct the Light Board to govern themselves in the short term in accordance with sense of meeting vote of Article 4.

Motion carries.

ARTICLE 2 - On motion by John H. Russell, Precinct 8, it was moved to instruct the Board of Selectmen to bring the subject matter of Article 4 before the Annual Town Meeting.

Motion carries.

On the motion on Article 4 to indefinitely postpone, Motion carried.

ARTICLE 2 - On motion by William C. Brown, Precinct 8, it was moved to instruct the Board of Selectmen to bring the subject matter of Article 4 before the Subsequent Town Meeting.

Motion did not carry.

ARTICLE 2 - On motion by Pasquale M. Iapicca, Precinct 7, it was moved to instruct the Town Manager prepare for the next annual Town Meeting all grants all departments have received

during the past two years as well as any other revenues the departments take in, to give us a complete fiscal picture for next years budget.

Please itemize the grant(s) received and how they were spent.

Motion carried.

ARTICLE 2 - On motion by William C. Brown, Precinct 8, it was moved to instruct the Board of Selectmen to sell by sealed bid on or before June 30, 2004, Lots 16 through 21, 25 through 32, 48 through 54 and 58 through 62 together with those portions of Oakland Road, Cold Spring Road and Tower Road as shown on the Board of Assessors plat 123, the minimum bid price shall be One Million Dollars (\$1,000,000.00) and other terms and conditions the Board of Selectmen may determine to be in the best interest of the Town.

Motion did not carry.

ARTICLE 2 - On motion by William C. Brown, Precinct 8, it was moved to instruct the School Committee to transfer care and custody and control of Lots 22, 23, 24, 34, 139 and that portion of Lot 35 which abuts Lot 34 on the southerly side of Oakland Road as shown on the Board of Assessors plate 123 to the Board of Selectmen for other municipal use and/or sale.

Motion did not carry.

ARTICLE 2 – On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was moved to table the subject matter of Article 2.

Camille W. Anthony, Chairman of the Board of Selectmen, moved to take Article 5 out of order.

ARTICLE 5 - On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was moved to amend Section 3.8 of the General Bylaws of the Town of Reading Massachusetts by deleting Section 3.8.1 and 3.8.2 in their entirety and substituting therefore the following language:

“3.8 Audit Committee

3.8.1 There shall be an Audit Committee consisting of seven (7) members appointed for three (3) year terms so arranged that as near an equal number of terms as possible shall expire each year. No member of the Audit Committee shall be a Town employee; however, notwithstanding the provisions of Section 3.4.6 of these Bylaws to the contrary, a Finance Committee member may be a member of the Audit Committee. Two (2) members shall be appointed by the Board of Selectmen, two (2) members shall be appointed by the School Committee, one (1) member shall be appointed by the Reading Municipal Light Board, and two (2) members shall be appointed by the Finance Committee.

3.8.2 The Audit Committee shall determine the firm or firms of

independent auditor(s) that is to audit and report on the financial statements issued by the Town, including the Reading Municipal Light Department. The Audit Committee shall review the audit plan with the independent auditor(s) and, upon completion of the audit, meet with the independent auditor(s) to discuss the results of the audit and the annual financial reports. The Audit Committee shall transmit a copy of the completed annual audit and report to the Board of Selectmen, the Finance Committee, the School Committee and the Reading Municipal Light Board by the end of the calendar year within which the Fiscal Year covered by the audit occurs."

ARTICLE 5 - On motion by John D. Wood, Precinct 2, it was moved to add after the first sentence in the first paragraph the following language "No two members terms of a single appointing authority shall expire in the same year.

Motion on the amendment carried.

Original motion with amendment carried.

ARTICLE 1 - Alan Foulds gave the following Report of the Rules Committee:

As per Section 2-12 of the Reading Home Rule Charter, a *Rules Committee* shall consist of all Precinct Chairmen, and an Annual Meeting must be held in order to review the rules governing Town Meeting. The Moderator serves as the non-voting Chairman of the committee.

The Rules Committee met on November 18, 2002 at Town Hall and reviewed the current rules. Specifically examined by the committee were the length of debate allowed by each speaker, the use of Instructional Motions, speaking by non-town meeting members, and the use of the title of "Town Meeting Member" outside of legislative sessions.

Action by the committee included the following:

On a motion by member William Brown, the Committee voted unanimously to recommend a bylaw change of rule #4 of Town Meeting Rules, Article 2, Section 2.2

It currently reads:

"Prior to debate on each article in a warrant involving changes in the bylaws, the Bylaw Committee shall advise the Town Meeting as to its recommendations and the reasons therefore."

The proposed change would add the words "or Charter", so that the Bylaw Committee would review both proposed bylaw and charter changes. The Rules Committee felt that this is already done today, but the change would formalize the process. The proposed change will come before the Annual Town Meeting in April.

The Rules Committee also considered the possibility of changing Rule #19, which currently stipulates Roberts Rules of Order, Revised, as the parliamentary framework of Town Meeting.

The change would replace it with Town Meeting Time, a publication of the Massachusetts Moderators Association. That book is now used by a majority of towns in the Commonwealth.

This proposal will be discussed again at the next Rules Committee meeting.

ARTICLE 1 – On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was moved to table the subject matter of Article 1.

Motion carried.

ARTICLE 3 - On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was voted to indefinitely postpone the subject matter of Article 3.

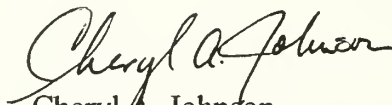
Motion carried.

On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was voted that this Special Town Meeting stand adjourned sine die.

Meeting adjourned at 9:37 p.m.

121 Town Meeting Members were present.

A true copy. Attest:


Cheryl A. Johnson
Town Clerk

Mr. Moderator

The Selectmen have put together a warrant article for the Special Town Meeting this evening that deals with certain aspects of the operations of the Reading Municipal Light Department. Article 4 contains several points, which may impair the ability of the RMLD to serve its ratepayers in the most efficient and economic manner.

It has been fifteen months since the Inspector General's report came out and almost a year since the forensic audits were published. The operation of the RMLD has been exemplary. The electric rates have been decreased through the inclusion of a Purchased Power Adjustment Charge. In 2002 over \$6.5 million was refunded to the electric ratepayers. It is anticipated that the RMLD will refund approximately \$10 million to the ratepayers in 2003.

Presently, a Cost of Service Study is being performed with the desired result of lowering the rates to a Cost of Service Level and possibly levelizing the rates, removing the summer/winter differential.

The payables being sent to Town Hall are being thoroughly overseen by the RMLD Accounting Manager, General Manager, and the Board of Commissioners, the Town Accountant, and the Town Manager.

There have been questions from the Town Manager concerning some paybles, however, the RMLD Accounting Manager and the General Manager have answered these questions and all bills have been paid promptly.

The Article 4 points include the RMLD Board hiring the RMLD Accounting Manager and Counsel, RMLD purchasing practices coming under the

Massachusetts General Laws 30B, and have the General Manager serving at the pleasure of the Board.

The provisions within Article 4 may not be beneficial to the operations of the RMLD and, in some instances, could incur extra costs for all the ratepayers.

Melanson Heath, the Town of Reading's forensic auditors, specifically outlined the following problem in their Executive Summary.

"What the RMLD policies did not contain was a process for the Accounting Services Manager to follow when non-compliance issues occurred with the GM or AGM whom he reported to."

"A key element for assuring adequate internal controls is to provide the accounting department with sufficient authority and independence to perform internal audit functions. This can be done by having the individual responsible for determining compliance periodically report directly to the Board of Commissioners."

The RMLD has taken the following actions and changed its policies so that so that past problems will not reoccur.

- The RMLD no longer has company credit cards.
- Petty cash is only used for storm duty expenses and payroll problems. Neither incident has arisen since the change enacted in January 2002.
- The RMLD has revised its policies with respect to travel and meals are only reimbursable on a per diem basis.

- The Accounting Manager has been given the authority to go the RMLD Board with instances when there arises a discrepancy in expense reporting, , payroll, and any other financial question.
- The Board Policy has been changed so that the RMLD employees may directly contact any RMLD Board member for any reason.
- The RMLD Board has both an account payable and payroll exception sheet, upon which it lists questions, concerns and comments. The General Manager and the Accounting Manager review these sheets and promptly respond to the Board's questions and concerns.

Many of these changes were based on the recommendations of the forensic audit performed by Melanson Heath for the Town of Reading.

The Citizen's Advisory Board, advisory members to the RMLD Board from the four towns, are given a 30-day review period, based on the Twenty Year Agreement, for RMLD issues including Warrant Article 4. It was the understanding of the CAB that the Selectmen would give the CAB 30 days to review the Report of the Special Town Counsel on Article 4, which was delivered to the CAB on February 11th. By including Article 4 on tonight's warrant the Selectmen have denied the CAB their 30-day review.

Additionally, the Selectmen have set up a schedule for the proposed amendments to Reading's Home Rule Charter (Article 4), which does not follow Massachusetts General Law. Massachusetts' law states that the proposed amendment cannot be submitted to the voters until 60 days after Attorney General's four-week review period. This means that a Town vote

cannot be held until the end of May. The Town's present schedule calls for a Town vote on April 8th.

The RMLD is running efficiently and economically and the proposed Article 4 amendment will inhibit the operations of the RMLD.

The RMLD Board of Commissioners, after input from the CAB, in the next 60 to 90 days will be creating and implementing policies that will put many of the Ad Hoc Committee recommendations in place.

COMMONWEALTH OF MASSACHUSETTS

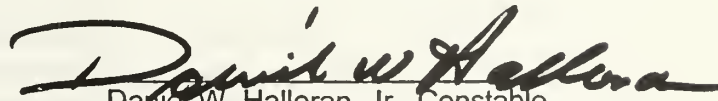
Middlesex, ss. Officer's Return, Reading:

By virtue of this Warrant, I, on March 6, 2003 notified and warned the inhabitants of the Town of Reading, qualified to vote on Town affairs, to meet at the place and at the time specified by posting attested copies of this Town Meeting Warrant in the following public places within the Town of Reading:

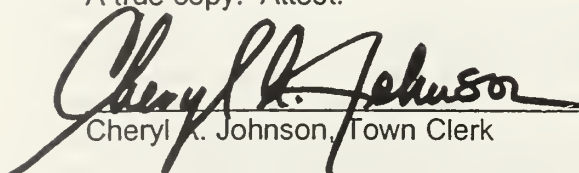
Precinct 1	J. Warren Killam School, 333 Charles Street
Precinct 2	Registry of Motor Vehicles, 275 Salem Street
Precinct 3	Reading Police Station, 15 Union Street
Precinct 4	Joshua Eaton School, 365 Summer Avenue
Precinct 5	Town Hall, 16 Lowell Street
Precinct 6	Alice M. Barrows School, 16 Edgemont Avenue
Precinct 7	Reading Library, Local History Room, 64 Middlesex Avenue
Precinct 8	Charles Mobil on the Run, 1330 Main Street

The date of posting being not less than fourteen (14) days prior to April 8, 2003, the date set for the Local Election in this Warrant.

I also caused an attested copy of this Warrant to be published in the Reading Chronicle in the issue of March 12, 2003.


Daniel W. Halloran, Jr., Constable

A true copy. Attest:


Cheryl A. Johnson, Town Clerk

**TOWN WARRANT
(Seal)
COMMONWEALTH OF MASSACHUSETTS**

Middlesex, ss.

To any of the Constables of the Town of Reading, Greetings:

In the name of the Commonwealth of Massachusetts, you are hereby required to notify and warn the inhabitants of the Town of Reading, qualified to vote in elections and Town affairs, to meet in the following place designated for the eight precincts in said Town, namely:

Precincts 1, 2, 3, 4, 5, 6, 7 and 8
Hawkes Field House, 62 Oakland Road

TUESDAY, the EIGHTH DAY OF APRIL A.D., 2003
from 7:00 a.m. to 8:00 p.m. to act on the following Articles, viz:

ARTICLE 1 To elect by ballot the following Town Officers:

A Moderator for one year;
One member of the Board of Selectmen for three years;
One member of the Board of Assessors for three years;
Two members of the Board of Library Trustees for three years;
Two members of the Municipal Light Board for three years;
Two members of the School Committee for three years;
and sixty-six Town Meeting Members shall be elected to represent each of the following precincts:

Precinct 1	Eight members for three years;
Precinct 2	Eight members for three years;
Precinct 3	Eight members for three years;
Precinct 4	Eight members for three years;
Precinct 5	Eight members for three years; One member for two years
Precinct 6	Eight members for three years;
Precinct 7	Eight members for three years;
Precinct 8	Eight members for three years; One member For two years

Question 1 Shall the Town of Reading be allowed to assess an additional \$4,500,000 in real estate taxes and personal property taxes for the purpose of maintaining as near as possible current levels of service for Reading Public School Department, Police Department including Crossing Guards, Fire Department including Advanced Life Support, Public Safety Dispatch, Community Services Department including the Social Worker and Mosquito Control, Finance and Accounting Departments, Reading Public Library, Department of Public Works and Road Improvements for the Fiscal Year beginning July 1, 2003?

and to meet at the Reading Memorial High School Auditorium, 62 Oakland Road, in said Reading on

MONDAY, the TWENTY-EIGHTH DAY OF APRIL A.D., 2003

at seven-thirty o'clock in the evening, at which time and place the following Articles are to be acted upon and determined exclusively by Town Meeting Members in accordance with the provisions of the Reading Home Rule Charter.

ARTICLE 2 To hear and act on the reports of the Board of Selectmen, Town Accountant, Treasurer-Collector, Board of Assessors, Director of Public Works, Town Clerk, Tree Warden, Board of Health, School Committee, Contributory Retirement Board, Library Trustees, Municipal Light Board, Finance Committee, Cemetery Trustees, Community Planning & Development Commission, Town Manager and any other Board or Special Committee.

Board of Selectmen

ARTICLE 3 To choose all other necessary Town Officers and Special Committees and determine what instructions shall be given Town Officers and Special Committees, and to see what sum the Town will raise by borrowing or transfer from available funds, or otherwise, and appropriate for the purpose of funding Town Officers and Special Committees to carry out the instructions given to them, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 4 To see if the Town will vote to authorize the payment during Fiscal Year 2003 of bills remaining unpaid for previous fiscal years for goods and services actually rendered to the Town, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 5 To see if the Town will vote to authorize the Board of Selectmen to sell, or exchange, or dispose of, upon such terms and conditions as they may determine, various items of Town tangible property, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 6 To see if the Town will vote to amend the FY 2003 - FY 2012 Capital Improvements Program as provided for in Section 7-7 of the Reading Home Rule Charter and as previously amended, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 7 To see if the Town will vote pursuant to M.G.L. c. 43B Section 10(a) to approve an amendment to the Reading Home Rule Charter by adding the following language to Section 3-5:

"The Municipal Light Board shall hire the General Manager of the Reading Municipal Light Department and set his compensation; the General Manager shall serve

at the pleasure of the Board and may be removed by vote of a majority of the entire Board after notice and hearing.

The Municipal Light Board shall appoint the Accounting Manager or Chief Accountant of the Reading Municipal Light Department; and appoint counsel to the Reading Municipal Light Department.

The Accounting Manager or Chief Accountant as the case may be, and Counsel shall be subject to the supervision of the General Manager.

The Municipal Light Board shall approve warrants for payments of all bills and payroll of the Municipal Light Department; and approve all contracts made in accordance with M.G.L. c.30B, except contracts for purchasing of power.

The Municipal Light Board shall employ the Auditor appointed by the Town of Reading Audit Committee.

The Municipal Light Board shall annually set electric rates and approve an annual operating budget and Capital Improvements Program each fiscal year. Such approval will be done by a majority vote of the Municipal Light Board. After the Municipal Light Board has approved an annual operating budget and Capital Improvements Program, it will present them to the Reading Finance Committee and Reading Town Meeting. Upon request of any of the other towns served by the Reading Municipal Light Department, the Municipal Light Board shall make a presentation to the Finance Committee and/or Town Meeting of any such town (s)."

or take any other action with respect thereto.

Board of Selectmen

ARTICLE 8 To see if the Town will vote to amend one or more of the votes taken under Article 12 of the Warrant of the Annual Town Meeting of April 22, 2002, as amended by Article 5 of the Subsequent Town Meeting of November 12, 2002, and as amended by Article 7 of the January 13, 2003 Special Town Meeting relating to the Fiscal Year 2003 municipal budget, and to see what sum the Town will raise by borrowing or transfer from available funds, or otherwise, and appropriate as the result of any such amended votes for the operation of the Town and its government, or take any other action with respect thereto.

Finance Committee

ARTICLE 9 To see if the Town will vote to approve the FY 2004 – FY 2013 Capital Improvements Program as provided for in Section 7-7 of the Reading Home Rule Charter, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 10 To see what sum the Town will raise by borrowing, whether in anticipation of reimbursement from the State under Chapter 44, Section 6, Massachusetts General Laws, or pursuant to any other enabling authority or from the tax levy, or transfer from available funds, or otherwise, for highway projects in accordance with Chapter 90, Massachusetts General Laws, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 11 To see what sum the Town will raise by borrowing, or transfer from available funds, or otherwise, and appropriate for the purpose of making improvements to the Louanis Water Treatment Plant and related facilities by construction of a new facility or renovation of the existing facility, including the costs of engineering services, plans, documents, cost estimates, bidding services and all related expenses incidental thereto and necessary in connection therewith, said sum to be expended by and under the direction of the Town Manager; and to see if the Town will authorize the Board of Selectmen, the Town Manager, or any other agency of the Town, to apply for a grant or grants, to be used to defray the cost of all, or any part of, said water system improvements; and to authorize the Town Manager to enter into any and all contracts and agreements as may be necessary to carry out the purposes of this Article, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 12 To see what sum the Town will vote to establish revolving funds under Chapter 44, Section 53E½ for any or all of the following purposes:

- ◆ Using the receipts generated through the sale of compost and recycling bins to purchase additional compost and/or recycling bins;
- ◆ Using the receipts generated from the rental of parking spaces and/or parking fines to enforce parking regulations;
- ◆ Administering the consultant fee provision of Reading General Bylaws Section 5.7, Wetland Protection;
- ◆ Using all or part of the receipts generated from the issuance of Building, Plumbing or Gas, and Wiring permits for the Walkers Brook Crossing Development to pay the costs of oversight and inspection of the development on that site; and
- ◆ Using the receipts generated through registration fees and other revenues for Recreation programs to pay the costs of the Recreation program and related expenses.

and to pay for related expenditures, and to determine the total amount of expenditures during Fiscal Year 2004 which may be made from each such fund, or to take any other action with respect thereto.

Board of Selectmen

ARTICLE 13 To see if the Town will vote to determine how much money the Town will raise by borrowing, or from the tax levy, or transfer from available funds, or otherwise, and appropriate for the operation of the Town and its government for Fiscal Year 2004 beginning July 1, 2003, or take any other action with respect thereto.

Finance Committee

ARTICLE 14 To see if the Town will vote to authorize the Board of Selectmen, with the approval of the School Committee and the approval of the Commissioner of Education, to rent or lease certain surplus space in the Reading Memorial High School to one or more public or private profit-making businesses or non-profit organizations; provided, however, that joint occupancy of the High School building will not interfere with educational programs being conducted in said building and provided that the terms of any such rental or lease shall be approved by the School Committee, or take any other action with respect thereto.

School Committee

ARTICLE 15 To see if the Town will accept the provisions of Chapter 71, Section 71F of the Massachusetts General Laws related to "Nonresident or foster care students; deposit of tuition payments and State reimbursements; expenditures and appropriations," or take any other action with respect thereto.

School Committee

ARTICLE 16 To see if the Town will accept the provisions of Chapter 40 Section 3, Paragraph 3 of the Massachusetts General Laws related to "Towns; power to hold, lease and convey property," or take any other action with respect thereto.

School Committee

ARTICLE 17 To see if the Town of Reading will vote to reaffirm previous Town Meeting votes that: accepted the report of the Board of Selectmen upon the laying out as public ways the following described private ways under the provision of law authorizing the assessment of betterments, such ways being laid out in accordance with plans duly approved by the Board of Selectmen; and authorized the Board of Selectmen to take such ways under the provision of law authorizing the assessment of betterments, in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said lands in fee or rights of easement therein by purchase, gift or otherwise and to assess betterments therefor. Such ways being filed in the Office of the Town Clerk in accordance with the statutory requirements. And to see what sum the Town will raise by borrowing, or from the tax levy, or transfer from available funds, or otherwise, and appropriate for the acquisition of said lands or easements therein or for payment of any eminent domain damages and for the construction of said ways, or take any other action with respect thereto.

<u>Proposed Public Way</u>		<u>Proposed Public Way</u>	
Anson Lane		Lindsay Lane	
Ashley Place	Fairchild Drive southerly approximately 950 feet to the 1997 acceptance	Milepost Road	
Chapel Hill Drive		Old Farm Road	
Davis Lane		Partridge Road	
Duck Road		Pond Meadow Drive	
Emerald Drive		Rice Road	
Estate Lane		Riverside Drive	
Fairchild Drive		Sanborn Lane	From 1989 acceptance westerly approximately 670 feet to Lilah Lane
Fairview Avenue	From Sunnyside Avenue to Riverside Drive	Sanborn Lane	From Roma Lane to cul-de-sac
Gateway Circle		Stone Well Road	
Haystack Road		Symonds Way	
Jessica Circle		Terrace Park	
Kurchian Lane		Thomas Drive	
Lilah Lane		Verde Circle	

Board of Selectmen

ARTICLE 18 To see if the Town will vote to authorize the Board of Selectmen of the Town of Reading to convey and/or abandon certain rights in fee and/or easements in Reading, Middlesex County, MA in the portion of the cul-de-sac in the public way known as Linnea Lane which portion to be abandoned is shown on a highlighted portion of the plan entitled "Street Acceptance Plan, Linnea Lane" originally dated February 1960; and to determine the minimum amount to be paid for such conveyance and/or abandonment; and to authorize the Board of Selectmen to convey and/or abandon all or any part of said rights in fee and/or easements for such amount or a larger amount, and upon such terms and conditions as the Board of Selectmen shall consider proper, and to deliver a deed or deeds therefore if necessary, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 19 To see if the Town will vote to amend Section 7-9 of the Town of Reading Home Rule Charter by inserting in the second sentence after "The approval of any such Warrant by the Town Manager" the words "and subsequently by the Board of Selectmen" so that the entire text of Section 7-9 shall read as follows:

Section 7-9: Approval of Financial Warrants

Warrants for the payment of Town funds prepared by the Accountant in accordance with the provisions of the General Laws shall be submitted to the Town Manager. The approval of any such Warrant by the Town Manager and subsequently by the Board of Selectmen, shall be sufficient authority to authorize payment by the Town Treasurer but the Board of Selectmen shall approve all Warrants in the event of a vacancy in the office of Town Manager.

or take any other action with respect thereto.

Petition

ARTICLE 20 To see if the Town will vote to amend the Town of Reading Bylaws, Article 2, Section 2.2 Conduct of Town Meetings Rule 3 by adding the words "or Charter" after the word Bylaws so that the rule shall read in its entirety:

Rule 3 Prior to debate on each Article in a Warrant involving changes in the Bylaws or Charter, the Bylaw Committee shall advise the Town Meeting as to its recommendations and reasons therefore.

or take any other action with respect thereto.

Rules Committee

ARTICLE 21 To see if the Town will vote to amend the Town of Reading Zoning Map as follows:

Designate and include the following property in the PRD-R Zoning District:

Assessor's Map 58, Lot 5

or take any other action with respect thereto.

Community Planning and Development Commission

ARTICLE 22 To see if the Town will vote pursuant to Section 2-6 of the Reading Home Rule Charter to declare the seats of certain Town Meeting Members to be vacant and remove certain described persons from their position as Town Meeting Members for failure to take the oath of office within 30 days following the notice of election or for failure to attend one half or more of the Town Meeting sessions during the previous year, or take any other action with respect thereto:

James E. Barry
Francis J. Burgholzer, Jr.
Kevin M. Douglas

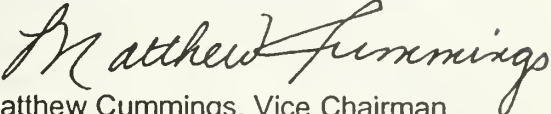
Board of Selectmen

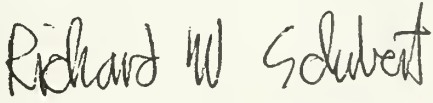
and you are directed to serve this Warrant by posting an attested copy thereof in at least one (1) public place in each precinct of the Town not less than fourteen (14) days prior to April 8, 2003, the date set for the Election in said Warrant, and to publish this Warrant in a newspaper published in the Town, or by mailing an attested copy of said Warrant to each Town Meeting Member at least fourteen (14) days prior to the time of holding said meeting.

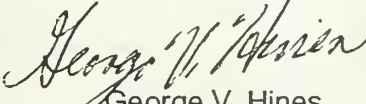
Hereof fail not and make due return of this Warrant with your doings thereon to the Town Clerk at or before the time appointed for said meeting.


Given under our hands this 4th day of March, 2003.

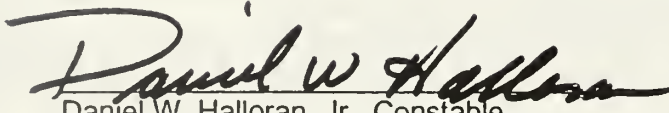
Camille W. Anthony, Chairman


Matthew Cummings, Vice Chairman


Richard W. Schubert, Secretary


George V. Hines


Gail F. Wood
SELECTMEN OF READING


Daniel W. Halloran, Jr., Constable

ANNUAL TOWN ELECTION

April 8, 2003

Pursuant to the Warrant and the Constable's Return thereon, a General Election was held for all eight precincts at the Hawkes Field House. The Warrant was partially read by the Town Clerk, Cheryl A. Johnson, when on motion of Laurene Gadbois, it was voted to dispense with the further reading of the Warrant, except the Constable's Return, which was then read by the Town Clerk. The ballot boxes were examined by the respective Wardens and each found to be empty and registered 00.

The Town Clerk declared the polls open at 7:00 a.m. and closed at 8:00 p.m., with the following results:

7621 ballots (48%) of registered voters cast as follows:

Moderator for one year - Vote for One									
<i>Candidate</i>	Pr 1	Pr 2	Pr 3	Pr 4	Pr 5	Pr 6	Pr 7	Pr 8	Total
Alan E. Foulds*	775	497	466	759	575	696	722	659	5149
Other	3	4	2	2	3	3	4	5	26
Blanks	341	262	216	334	259	325	353	356	2446
Total	1119	763	684	1095	837	1024	1079	1020	7621
*Elected									

Board of Selectmen for three years - Vote for One									
<i>Candidate</i>	Pr 1	Pr 2	Pr 3	Pr 4	Pr 5	Pr 6	Pr 7	Pr 8	Total
Camille W. Anthony*	752	472	457	751	564	663	686	633	4978
Other	1	5	3	6	11	5	4	6	45
Blanks	366	286	224	338	262	356	385	381	2598
Total	1119	763	684	1095	837	1024	1079	1020	7621
*Elected									

Board of Assessors for three years - Vote for One									
<i>Candidate</i>	Pr 1	Pr 2	Pr 3	Pr 4	Pr 5	Pr 6	Pr 7	Pr 8	Total
Thomas J. Ryan*	673	458	452	672	512	633	628	577	4605
Jody Avtges	4	7		2	1	3	4	2	12
Other	6	2	1	6	1	6	2	4	4617
Blanks	438	296	231	413	323	382	445	437	2965
Total	1119	763	684	1095	837	1024	1079	1020	7621
*Elected									

Board of Library Trustees for three years - Vote for Two

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Susan Hopkins Axelson*	615	397	331	483	386	453	490	434	3589
John E. Brzezinski	238	174	169	286	196	276	285	290	1914
Karyn A. Storti*	454	347	367	546	418	481	497	408	3518
Other	4	3	0	3	4	3	2	1	20
Blanks	927	605	501	872	670	835	884	907	6201
Total	2238	1526	1368	2190	1674	2048	2158	2040	15242
*Elected									

Municipal Light Board for three years - Vote for Two

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Andrew K. Herlihy*	584	391	358	539	414	507	533	472	3798
Daniel A. Ensminger*	613	405	385	652	478	603	648	563	4347
Other	1	3	2	7	1	3	0	2	19
Blanks	1040	727	623	992	781	935	977	1003	7078
Total	2238	1526	1368	2190	1674	2048	2158	2040	15242
*Elected									

School Committee for three years - Vote for Two

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Janice V. Berner	275	186	196	260	212	211	258	245	1837
John E. Carpenter*	523	327	267	538	349	461	601	451	3517
Linda M. Phillips	338	255	247	289	276	369	273	310	2357
Robert L. Spadafora, Jr.*	620	397	345	665	457	578	613	577	4252
Other	0	3	1	6	2	2	1	2	17
Blanks	482	358	318	432	378	427	412	455	3262
Total	2238	1526	1368	2190	1674	2048	2158	2040	15242
*Elected									

Town Meeting Members for three years - Vote for not more than Eight									
<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
William R. Grace*	579								579
Mary Frances Grimmer*	611								611
Marc Guyott*	521								521
S. Paul Pedi*	494								494
Thomas J. Ryan*	503								503
Nancy H. Stager*	551								551
Thomas H. Clark*	552								552
David F. Lee, Jr.*	537								537
John F. Russo	452								452
Other	6								6
Blanks	4146								4146
Total	8952								8952
*Elected									

Town Meeting Members for three years - Vote for not more than Eight									
<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Christopher P. Flanagan*		383							383
Christine Ford*		374							374
Carolyn L. Johnson*		364							364
Lizabeth Ann Malinski*		346							346
Rita C. Robertson*		331							331
Peter F. Hodges*		376							376
John T. Hugo*		355							355
Sean Patrick Whalen*		378							378
Other		19							19
Blanks		3178							3178
Total		6104							6104
*Elected									

Town Meeting Members for three years - Vote for not more than Eight									
<i>Candidate</i>	<u>Pr 2</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Joseph M. D'Alessio*			381						381
Albert Garbarino*			387						387
Francis P. Driscoll*			407						407
Richard W. Fischer*			10						10
Robert M. Murphy, Jr.*			10						10
Thomas Francis Procopio*			10						10
Paul J. Murphy*			9						9
Anthony M. Warren*			9						9
Other			13						13
Blanks			4236						4236
Total			5472						5472
*Elected									

Town Meeting Members for three years - Vote for not more than Eight									
<i>Candidate</i>	<u>Pr 1</u>	<u>Pr 1</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Jonathan E. Barnes*				451					451
Martin J. Benison*				419					419
Lynne H. Cameron*				439					439
Randy Scott Gearhart*				496					496
Glen M. Hartzler*				439					439
Dirk U. Petersen				403					403
Everett J. Roscoe, Jr.				379					379
Audrey Doyle*				451					451
Matthew L. Wilson*				487					487
Mary Ann Wright*				582					582
Other				12					12
Blanks				4202					4202
Total				8760					8760
*Elected									

Town Meeting Members for three years - Vote for not more than Eight

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Kevin M. Fulgoni*					408				408
Bo S. Garrison*					386				386
John J. Greichen, Jr.*					407				407
Eleanor K. Higgott*					399				399
Timothy J. Houston*					397				397
Lawrence E. Mabijs*					402				402
Charles Robert Robinson*					448				448
Patrick M. Fennelly*					9				9
Other					22				22
Blanks					3818				3818
Total					6696				6696
*Elected									

Town Meeting Member for two years - Vote for not more than One

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
James B. McGrath*					308				308
Jared Lamb					270				270
Other					5				5
Blanks					254				254
Total					837				837
*Elected									

Town Meeting Members for three years - Vote for not more than Eight

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
James E. Bonazoli*						494			494
James B. Francis*						522			522
Robert R. Lynch*						499			499
Alexander D. McRae*						453			453
Linda M. Phillips*						398			398
Barry C. Berman*						422			422
Jacquelyn A. Mandell						315			315
Robert L. Mandell						300			300
James P. Mulvey*						426			426
Mary M. Parr*						436			436
Ricardo Steve Penafiel						357			357
Gary D. Phillips						381			381
Other						5			5
Blanks						3084			3084
Total						8092			8192
*Elected									

Town Meeting Members for three years - Vote for not more than Eight

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Martin J. Foodman*							458		458
Jennifer K. Lachmayr*							488		488
Jeffrey W. Struble*							492		492
Denise D. Wyer*							512		512
Brook W. Chipman*							488		486
Douglas R. Cowell*							424		424
Charles V. Donnelly-Moran							382		382
Marc Robert Dumas*							401		401
Maria E. Silvaggi*							538		538
Other							9		9
Blanks							4442		4442
Total							8632		8632
*Elected									

Town Meeting Members for three years - Vote for not more than Eight

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
John E. Brzezinski*								405	405
Tina P. Brzezinski*								391	391
Brian E. Grottkau*								388	388
Karen Gately Herrick*								399	399
Kevin M. Nestor*								409	409
Monette Dugas Verrier								337	337
Thomas J. Walsh, III								333	333
Dale Marie Merrill*								346	346
Karen M. Sawyer								346	346
Angela R. Spadafora*								483	483
Robert L. Spadafora, Jr.*								518	518
Other								6	6
Blanks								3799	3799
Total								8160	8160
*Elected									

Town Meeting Member for two years - Vote for not more than One

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 1</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Stephanie Marie Rotstein*								525	525
Other								3	3
Blanks								492	492
Total								1020	1020
*Elected									

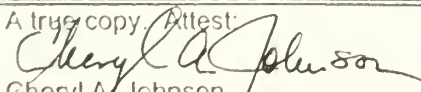
Question 1

Shall the Town of Reading be allowed to assess an additional \$4,500,000 in real estate taxes and personal property taxes for the purpose of maintaining as near as possible current levels of service for Reading Public School Department, Police Department including Crossing Guards, Fire Department including Advanced Life Support, Public Safety Dispatch, Community Services Department including the Social Worker and Mosquito Control, Finance and Accounting Departments, Reading Public Library, Department of Public Works and Road Improvements for the Fiscal Year beginning July 1, 2003?

Question 1

	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Yes	638	367	300	693	465	545	654	587	4249
No	461	377	364	369	356	451	401	411	3190
Blanks	23	19	20	33	16	28	24	22	182
Total	1119	763	684	1095	837	1024	1079	1020	7621

A true copy. Attest:


Cheryl A. Johnson

ANNUAL TOWN MEETING

Reading Memorial High School

April 28, 2003

The meeting was called to order by the Moderator, Alan E. Foulds, at 7:45 p.m., there being a quorum present.

The Invocation was given by The Reverend Edward T. Malone of St. Agnes Catholic Church, followed by the Pledge of Allegiance to the Flag. There was a moment of silence for the Ed Palmer, former member of Town Meeting, School Committee and 350th Committee.

All Town Meeting members were sworn in.

The Warrant was partially read by the Town Clerk, Cheryl A. Johnson, when on motion by George V. Hines, Chairman of the Board of Selectmen, it was voted to dispense with further reading of the Warrant except for the Officer's Return, which was read by the Town Clerk.

ARTICLE 2 – Camille W. Anthony, Chairman of the Board of Selectmen, gave the following State of the Town 2002 Report:

The rhythm of events in our community is much like the rhythm of happenings in our personal and family lives. We can be assured that the usual activities will be part of our daily routine, but we can never anticipate the immensity of other challenges that are awaiting us.

As we should expect, events did arise that required immediate action by our citizens and the elected officials if Reading was to retain the fabric of the community, as we today know it. Two very significant realities, Mass highway's proposed reconfiguration of the 128/93 interchange and the failure of our available financial resources to support the 2004 level service budget, would have very detrimental effects upon our neighborhoods and our Town departments.

In each of these instances the residents of Reading successfully organized and supported the actions necessary to address these challenges. The immediate results of these efforts have been that MA highway shelved the proposed interchange design and has embarked upon a new design process that includes the three communities of Reading, Stoneham and Woburn. The passage of the \$4.5 million override this month has ensured that the services Reading residents enjoy will continue to be delivered by the Town and School departments. In each of these instances, leadership by its citizenry has helped preserve the foundation of this community.

Will we be complacent and assume that our work is done? The reality is that the 128/93 design project remains a potential threat to the abutting homeowners and the community as a whole. The adequacy of our financial resources to meet our departments' needs will always be of concern and will require creative ways to fund and provide services due to the constraints of proposition 2 ½.

Reading's neighborhoods have also been challenged by the proposed state-mandated 40B applications that have been submitted by developers. Communities across the state are faced with these projects that could dramatically alter a neighborhood. In the past three years seven

40B projects have been proposed for development on sites in our community. Affordable housing is one of this community's goals and the challenge is to ensure that these developments are providing affordable units as well as preserving the residential character and streetscape of the neighborhood.

The Zoning Board of Appeal recently approved the Archstone proposal for Spence Farm that will add 204 units to our affordable housing inventory. Reading will now be able to place a moratorium on the acceptance of any new 40B proposals for the next two years as we have reached the yearly quota of new affordable housing as established by the state. Within the next two years, it is our responsibility to develop an appropriate, comprehensive plan for meeting our 10% state goal of affordable units. The fact remains that if the community does not do the planning, then we will be at the mercy of the developers.

The Board of Selectmen has been given many challenges in the past year that have covered a broad range of issues. It has been a difficult year financially. Not only did we have our bond rating lowered by Moody's, the new Governor suspended the payment of \$371,000 in Reading state aid which was to support our current 2003 revenue stream. Our already precarious fiscal stability was further compromised as the Financial Forum dealt with how to reduce the 2003 budget to accommodate these reductions. We also knew that state aid for the 2004 budget was going to be more severely impacted by increased state cuts. Today we still are unsure of our state funding and are hopeful that the 12.4% reduction in state aid that we anticipated while preparing the 2004 budget will be sufficient.

The Board of Selectmen has spent many hours including moments of controversy trying to convey the need for the adoption of the RMLD ad hoc recommendations to the RMLB as well as to the other service communities Boards of Selectmen and Citizen Advisory Board members. The adoption of the ad hoc recommendations is the catalyst for a new vision that ensures that the citizens of Reading and the ratepayers from the other three service communities are well served.

Of great importance to the well being of our community is the fact that the Board of Selectmen did not "dream the impossible dream" of selling the former landfill although it often appeared as such. The Town was responsible for the immediate closure of the landfill at a cost of \$4,000,000. On March 11, 2003, we were free of this liability as the sale was finalized. The transformation of the landfill into a retail site began immediately as evidenced by the ongoing activity. Dickinson Development is under contract to provide Home Depot with its completed building on July 1, 2004, with Chili's restaurant, Jordan's Furniture and the retail component to follow. The Board has thanked many times Mark Dickinson for his perseverance in staying with this very complicated process and seeing it through to fruition. The sale price of \$3,000,000 will be available as stages of the closure are accomplished and will provide funding for much-needed capital projects over the next ten years.

Two issues regarding town-owned land, which are certain to create legitimate controversy, have been brought before the Selectmen. These include the citing of a skateboard park and the request by the Meadowbrook Golf Club to execute a land swap involving Town Forest, which would enable the club to expand to 18 holes. This past Saturday members of the Board did a site visit to many of the areas which the recreation department has designated as potential skate park

locations and a hearing for public input will be held this Spring. The request for a land swap is in the very early stages and will require the development of an evaluation process as to its merits for the community. It should be noted that this land swap would require the approval of town meeting.

Many initiatives were begun by town departments during this past year that will be continuing. These include the Master Plan visioning process, the application to the MWRA as a secondary source of water, the funding for the Downtown Streetscape which is on the MA highway approved list, and the modernization of the water treatment plant.

The community will also hear of the need for zoning changes for South Main Street's commercial areas in order to foster economic development. Many of these projects will require citizen participation, and as experience has shown, it will be forthcoming.

When reflecting upon the happenings during the past year whether the mundane or those steeped in controversy and concern, we can take comfort in the realization that Reading is a community whose residents and employees care and will respond to its needs. We are thankful for those who quickly organized the "Support the Troops" gathering on the Common, the Garden Club for continuing the very successful Adopt an Island Program and the small cadre of volunteers who have conceived and spearheaded the High School Technology Fund. It is because of the dedication of Reading's citizens, employees, and elected officials that make Reading a desirable place to call home.

ARTICLE 2 – Catherine Martin, Chairman and Andrew Grimes of the Finance Committee, gave the following State of the Town's Finances Report:

These past few months have been tumultuous. The landfill deal was finally closed which relieves the town of the financial responsibility for closure and also provides cash and future tax revenues. A debt exclusion for the renovation of the high school was approved though recent actions by the Dept. of Education may result in a delay for this project. A debt exclusion for the shortfall for the construction of the fifth elementary school was also approved allowing that project to proceed.

This winter, the governor was granted the power by the legislature to reduce local aid to cities and towns by \$371K with the reduction of another \$70K for residential SpEd assistance, all of which affected the 2003 budget. Eventually a plan was developed to close this budgetary gap. This will be presented in article 8 of the warrant.

During all of this, the municipal and school departments were crafting the 2004 budget that makes up article 13. This budget was prepared based on the again reduced state aid budget from the governor. Once the governor's budget had been analyzed, the final figures revealed a shortage that would have drastically altered the services provided to the citizens of Reading. Again, the town boards met and finally determined a course of action that culminated with Selectmen placing an \$4.5M operating override question on the annual town ballot earlier this month.

This warrant includes a budget that was balanced without the use of free cash. At present, free cash is just under \$1M. Ideally it should be at least \$1.4M, (2.5%) if not \$2.8M. The budget includes \$405K for roads repairs and other capital items. While the budget expands our fire department to include paramedic services, it only provides the same level of service for the other departments as last year, and does not restore the cuts made the prior two years.

It is hoped that the governor's budget represents the lowest amount that Reading will receive in state aid next year. This belief is bolstered by the fact that the House version would give the town an additional \$630K.

Due to time constraints, preliminary figures for '05 have not yet been prepared. Within the next two months, we will be reviewing updated revenue and expense projections for '05 and (hopefully) final state budget numbers for '04.

Andrew Grimes has analyzed the town's demographics and spending levels and compared them to those of the surrounding communities.

As the scope of the state's budget crisis and its effect on the town's finances became clear last fall I decided to do some research regarding how Reading's finances compare to those in neighboring and other similar communities. I am going to present some of the more interesting points because this is data that town meeting should be aware of as it makes decisions which will affect the town's future finances.

Comparison to Other Towns

I broke the related town comparisons into three areas – spending, revenue source and demographics.

Spending

The Massachusetts Department of Revenue collects data regarding spending in a number of categories. Here is how Reading's spending compared to 25 similar communities that reported detailed data:

General Gov't	23 rd
Fire	22 nd
Police	20 th
Human Services	19 th
Culture/recreation	23 rd
Debt service	18 th
Schools (per pupil)	21 st
<i>Overall</i>	<i>22nd</i>

I looked at the data in a number of ways over a number of years. The conclusion was always the same. Compared to other similar towns, Reading is a very frugal community.

Revenue Source

That was the good news. Unfortunately there are forces which work against us on the revenue side of the town's budget equation. One is our lack of commercial tax base.

Compared to other towns, we are heavily dependent on our residents rather than businesses for our taxes.

<u>Town</u>	<u>Residential</u>	<u>Commercial</u>
Reading	93.3%	6.7%
Wakefield	67.8%	31.2%
Stoneham	82.8%	17.2%
Wilmington	52.0%	48.0%
North Reading	85.4%	14.6%
Woburn	43.2%	56.8%
Lexington	74.9%	25.1%
Bedford	56.1%	43.9%
Winchester	94.9%	5.1%
Andover	68.6%	31.4%
Burlington	35.3%	64.7%

We also rely more heavily than other towns on the state for funding. With 21% of our total revenues coming from state aid, Reading ranked third among the 25 comparable towns in reliance on state aid. As we have seen this year, the state is not a dependable source of revenue, particularly at the most critical times.

Demographics

Our demographics also make our financial situation more challenging. If it ever seems to you that there are an awful lot of children in Reading, you are right. The following chart shows that Reading has one of the highest ratios of students per total population among neighboring towns.

<u>Town</u>	<u>Population (2000 Census)</u>	<u>Average # of Students</u>	<u>Ratio of Residents per Student</u>
Woburn	37,258	4,824	7.7
Dedham	23,464	3,084	7.6
Melrose	27,134	3,569	7.6
Norwood	28,587	3,906	7.3
Stoneham	22,219	3,124	7.1
Wakefield	24,804	3,581	6.9
Marblehead	20,377	2,971	6.9
Wellesley	26,613	3,948	6.7
Belmont	24,194	3,642	6.6
North Andover	27,202	4,352	6.3
Winchester	20,810	3,367	6.2
Burlington	22,876	3,826	6.0

Reading	23,708	4,273	5.5
North Reading	13,837	2,507	5.5
Wilmington	21,363	4,018	5.3

The high percentage of children in town may be a positive testament to our excellent schools, but it has a negative impact on our towns finances. The following chart shows how our reliance on residential taxes and our demographic situation combine to put pressure on our property taxes.

	Per Pupil Spending (statewide average)	Percent Paid by Commercial Taxes	Amount Paid by Commercial Taxes	Remainder to be funded by Residential Taxes	Number of Residents per Student	Average tax bill per resident
Woburn	7,874	57%	4,472	3,402	7.7	442
Stoneham	7,874	17%	1,354	6,520	7.1	918
Wakefield	7,874	31%	2,457	5,417	6.9	785
Winchester	7,874	5%	402	7,472	6.2	1,205
Burlington	7,874	65%	5,094	2,780	6	463
Reading	7,874	7%	528	7,346	5.5	1,336
North Reading	7,874	15%	1,150	6,724	5.5	1,223
Wilmington	7,874	48%	3,780	4,094	5.3	773

My conclusion from the data I have gathered is that while Reading spends its money very carefully, it has to be careful because it faces a number of pressures on the revenue side of its budget.

ARTICLE 2 – Richard J. Ogden, Chairman of the Board of Library Trustees, gave the Following State of the Reading Public Library Report:

The staff and trustees of the Reading Public Library wish to thank Reading's citizens for their continual strong support both from a financial and more importantly from, a usage standpoint.

The following statistics manifest how truly important the library is to Reading residents:

- ◆ Reading is the busiest library in the North of Boston Library Exchange in terms of per capita circulation and hourly circulation (13.5 items per capita and more than 100 items per hour).
- ◆ Patrons asked more than 51,000 questions, an 11% increase over the prior year.
- ◆ Nearly 17,000 people enjoyed events that ranged from story hours to kitchen remodeling to bone density screening.
- ◆ More than 330,000 items circulated the past fiscal year and we're on track to exceed that number this year.
- ◆ The number of people holding Reading library cards increased 5.6% to 19,794.

One of the many annual highlights at the library is the summer reading program. Last summer's program "Making Tracks for Reading" with a train/transportation theme, had 1,196 children register, an increase of 7%. But even better was the extent of participation. An amazing 17,326

hours were read and reported—an increase of 41% over last year. (The Children's Room staff is already preparing for this summer's program which will have the rainforest as the theme.)

In August, the Library sponsored a Vehicle Day, which featured compliments of the Friends, a real trolley car, which ferried families down to the Depot and back. Nearly 300 people came out in the rain to visit a collection of large working vehicles old and new from the Town, as well as from area construction companies.

Students entering Grade 6 and up were offered the opportunity to have fun at the Library by joining the Starbound Summer Reading Club. 198 students read 875 books and answered trivia questions all summer to earn cosmic credits. The Starry, Starry Night Auction and Ice Cream Celebration was an extremely fun and successful event. The Friends funded the program and many local businesses donated prizes.

Additionally, the Williams Family donated the proceeds from the 2nd Annual Movie Day at their Gloucester movie theater to the Library's teen program. Approximately 150 attended the opening day for the new Harry Potter movie.

As part of our "Smart Start" Early Childhood Literacy Program and with the help of the Friends, the Library held two Infant-Toddler Sing-a-longs per month (with over 100 people attending each). This Grant also funds several popular lap-sit programs of stories, songs and rhymes for children 2 and under.

School and public library cooperation and coordination continue to grow. This was reflected during the year through the 6th Grade Cookie Tours, use of required reading lists, author visits, loaner collections to R.M.H.S., meetings with school media specialists, links to school sites, teacher deposit collections, and spring book talks.

Our web page has a new design due to the benevolence of the Friends. Same address, new look. Citizens can access all of their favorite links and services in a new, easy to view and use format. Patrons can have pin access to their library accounts and remote and in-house access to databases.

The 2nd Annual Library Open House was held on March 22, featuring four major programs and other activities. The Friends generously underwrote the cost of the day. More than 1,200 people visited the Library and borrowed more than 1,800 items.

The Reading Public Library is the first library in the State to perform both the popular Reference-On-Call and 24/7 Reference programs at the same time. Unfortunately, both will end June 30 due to statewide budget cuts.

Throughout this report, mention has been made of the Friends of the Reading Public Library who provide continued remarkable support for the Library.

We are also blessed to have wonderful support from the Reading Public Library Foundation for their generosity in supplementing, not supplanting, the Library's finances. This past year, that

generosity enabled us to renovate our media room where the collection continues to increase rapidly. We are most appreciative to both of these organizations.

In closing, on March 11 this year, two trustees, library lovers and long-time Town volunteers left Town service: Maria Silvaggi and Gene Nigro. Seldom has this Town in one night lost as much talent, experience and years of service. We thank them very much and will miss their valuable contributions.

ARTICLE 2 – On motion by Russell T. Graham, Chairman, it was moved to accept the following final report of the School Building Committee:

In December of 1988, Town Meeting voted to establish a Special Committee of Town meeting to be known as the School Building Committee. The purpose of the Committee was broad in scope - - that being to look into the space problems of the Reading School Buildings and to report back to Town Meeting on recommendations to solve those problems.

The maker of that motion nor those of us who voted for it could ever have anticipated the lengthy life of the Committee, the scope of the problems, the complexities of the solutions, and certainly have never predicted the extraordinary positive response to solving those problems, not only on the part of town meeting, but on part by the citizens of Reading.

This evening, Mr. Moderator, the School Building Committee is pleased to report that the space problems of the Reading School system have been analyzed, recommendations have been made as to solutions, and those solutions have been accepted.

At the elementary level, renovations of and additions to the Birch Meadow and Joshua Eaton Schools have been completed. Additions to and renovation of the Barrows School and the building of a new elementary school go forward. These being approved by Town Meeting and by the voters of Reading three times. With the implementation of that approval, the space problems at the elementary level will finally be solved.

At the middle school level, a new Parker Middle School and a totally renovated Coolidge Middle School have answered not only the enrollment problem at that level but has brought those schools to a level consistent with the middle school educational needs of the 21st century.

At the high school level, surely the most complex and unquestionably the most costly project to be addressed, Town Meeting allocated and the voters supported a \$450,000 schematic design which would allow the School Building Committee to present to Town Meeting a proposal that would answer the long term problems of the Reading Memorial High School.

The result of that extensive process was a recommendation made to Town Meeting on January 13th of this year. Town Meeting heartily endorsed the plan presented, subject to a debt exclusion vote of the people of Reading. On February 25, 2003, that debt exclusion vote took place and in what can only be described as a stunning vote, the vote of Town Meeting was vigorously affirmed. The answers to the space problems of the Reading Memorial High School have been presented and have been approved.

At the State level, the current fiscal conditions have prompted the Commissioner of Education to propose a moratorium on projects effective June 30, 2003. A preliminary list of approved projects in line prior to June 30th did not include the Reading Memorial High School, despite its having gone through the extensive process it had, up to and including voter endorsement.

Believing this to be a political, educational and economic mistake by the Department of education, Reading has been in constant, almost eternal dialogue with the Commissioner, the School Building Assistance Bureau, the Department of Education, the Executive Office of the Governor, and has been working hand in hand with our local Legislators to make clear the serious consequences of this mistake particularly as it applies to Reading.

In that regard, special thanks must be given to Representative Jones and Senator Tisei who have been dogged in their determination to see this project, one so clearly supported by the people of Reading is approved prior to June 30th. We remain confident that will, in fact, be the case.

We are even more sure that even the imposition of a short lived moratorium will not mean that the high school project will not be approved. The Department of Education has already indicated that we have an approvable project and it will ultimately be a reimbursable project.

When a Committee has, as this one has, been in existence for so long and has dealt with so many projects it is difficult to thank all those who have contributed to the end results - - but let me try.

First to the present and past members of the Committee itself, too numerous to list, who have given untold hours of their lives to never ending meetings and whose expertise in so many varied areas served the purpose of the Committee so well.

To the School Committee members past and present who lent their input when needed, got out of the way when needed, and strove always to work harmoniously with this Town Meeting Committee, with but one aim - - to serve the needs of the students of Reading.

To the administration and staff of the School Department on whom we leaned so much particularly the present Superintendent. As he leaves Reading, the School Building Committee must note that his effort, labor and dedication was a significant reason for the eventual positive outcomes.

To the principals and teachers of the Reading School System, with whom we worked so closely. Their professionalism defines the excellence of our schools.

To the Town Manager, Director of Finance, Town Accountant and staff of Town Hall whose support when needed was so respectfully and competently rendered.

To the Board of Selectmen and to the Finance Committee, when they thought their burden was heavy, along came the School Building Committee to add significantly to the weight they did not shirk from their duty of addressing that burden.

To the voters of Reading, five times the recommendations of the School Building Committee as approved by Town Meeting have been brought to the voters and the end result, in every case, has been affirmation of the process and support of the actions of Town Meeting. Despite the financial consequences, and in some cases sacrifice, support for and commitment to a quality school system remains a Hallmark of Reading.

To those who labored so hard to remind us of what pride in community can mean, and spread the message - - thank you.

Finally, of course to you the member of Town Meeting. The School Building Committee merely advised – the decisions and the consequences are yours.

The overwhelming support you have given to the recommendations of the School Building Committee have been a constant source of inspiration to the Committee. The actions we took, and the recommendations we made were not always the easy ones. The criticism was sometimes dramatic, certainly consistent, the rhetoric sometimes harsh.

It did not deter you from listening and debating and then deciding fulfilling your obligations as the elected representatives of the people of Reading.

And now you can reflect that those decisions will positively influence the education of thousand of Reading children for decades to come and in so doing enhance their happiness and enrich their lives.

I know I speak for all of the members of the School Building Committee over the last fourteen some years in expressing what a great privilege it has been to serve you in the noble endeavor.

Mr. Moderator, the School Building Committee believes that, as a result of actions of Town Meeting, every Reading child from the day they enter kindergarten till the day they graduate from the Reading Memorial High School will be educated in space sufficient to their number, conducive to their environmental needs, appropriate to current educational standards and compatible to the community.

We therefore, at long last, with some degree of pride, and with a tremendous respect and admiration for this special place called Reading, respectfully submit this the final report of the Reading School Building Committee.

ARTICLE 2 – Vinnie Cameron gave the following RMLD report on the budget:

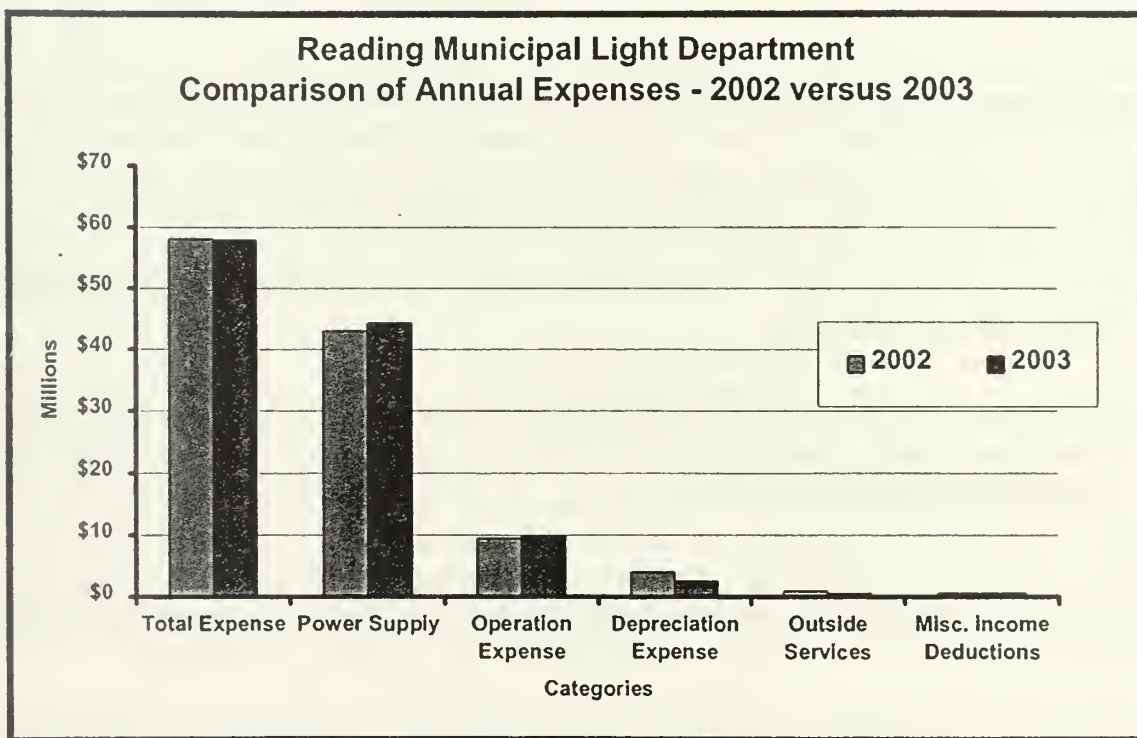
2002 Performance

- The RMLD restructured a power supply contract in the spring, which saved the ratepayers over \$700,000.
- The RMLD put a Purchased Power Adjustment Charge in its rates in June to refund \$3.5 million to the ratepayers.

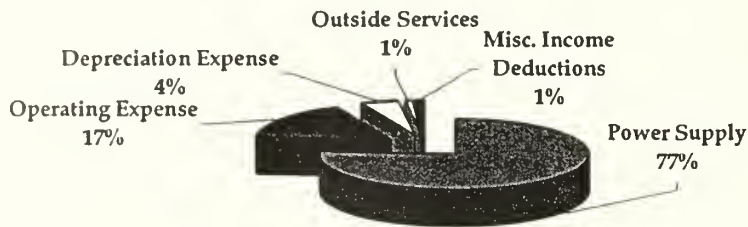
- The RMLD gave back \$3 million in November as a one-time refund.
- The RMLD's reliability index was 99.9957, which means that the average customer outage is 22 minutes per year. This rating is among the highest in New England.

2003 Performance

The RMLD's Operating Budget for 2003 is \$57,962,206, which is \$156,414 lower than the 2002 pro forma expenses of \$58,118,620.



2003 Annual Expenses as a Percentage of Total Expenses



2003 Performance (Continued)

- A Cost of Service Study was commissioned to reduce and de-seasonalize the electric rates in mid 2003.
- The second phase of the Cost of Service Study will explore the feasibility of developing rates to include a school rate, primary user rate and block rates reflecting climate control usage.
- The RMLD's Customer Service Department brought the Residential Conservation Service in house, which is saving \$36,000 per year in Outside Services Costs.
- The RMLD has \$13.5 million in its Rate Stabilization Fund. A part of which is being used to stabilize the fuel charge.
- The RMLD also uses the Rate Stabilization Fund as a reserve against unforeseen events (early nuclear decommission, loss of large customers, sustained economic down turn, etc.).
- The RMLD has approximately \$4.2 million in bonds through the Town of Reading, which will be paid off by 2007. The RMLD does not foresee the need for additional bonding through 2007.

ARTICLE 2 – William C. Brown gave the following report of progress of the Veterans Memorial Fund:

Tonight I am pleased to report that the Veterans Memorial Fund as of March 31, 2003 has reached \$77,214.57 of the goal of \$90,000.00. The Fund would like to thank the Staff and students of the Coolidge Middle School that as a civic project collected cans that will add an additional \$500 to \$600 to the fund. The staff and students should feel proud that by their effort together with other contributions will ensure that each and every Veteran buried in Reading will have a plant each Memorial Day to honor their service to this country and our freedom.

On behalf of all Reading Veterans past and present – Thank you!

ARTICLE 2 – On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was moved to table the subject matter of Article 2.

ARTICLE 3 – On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was moved to instruct the Board of Selectmen to request the Governor to file Home Rule legislation authorizing the Town of Reading to incur debt for the renovation and construction of the Reading Memorial High School project for up to 30 years. Said debt was approved by the Reading Town Meeting under Chapter 44, Section 7(3) and 7 3(A) and Chapter 70 B of the General Laws on January 13, 2003, and excluded from the property tax levy limits of Chapter 59, Section 21 C in a Town wide election on February 25, 2003.

Counted Vote Requested
157 voted in the affirmative
1 voted in the negative

ARTICLE 3 – On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was moved that the subject matter of Article 3 be tabled.

ARTICLE 4 – On motion by Gail F. Wood, member of the Board of Selectmen, it was voted that the subject matter of Article 4 be indefinitely postponed.

ARTICLE 5 – On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was voted to authorize the Board of Selectmen to sell, or exchange, or dispose of, upon such terms and conditions as they may determine and pursuant to Chapter 30B of the General Laws, the following items of Town tangible property:

- Two (2) Weil McLean Gas Fired Hot Water Furnaces
- Kohler Diesel-Powered Generator #20 Fast Response with Transfer Switch and Panel
- Two Police Cruisers
- DPW Dumptruck/Sander

ARTICLE 6 – On motion by Gail F. Wood, member of the Board of Selectmen, it was voted that the subject matter of Article 6 be indefinitely postponed.

ARTICLE 7 – On motion by George V. Hines, member of the Board of Selectmen, it was voted pursuant to M.G.L. c. 43B Section 10(a) to approve an amendment to the Reading Home Rule Charter by adding the following language to Section 3-5:

“The Municipal Light Board shall hire the General Manager of the Reading Municipal Light Department and set his compensation; the General Manager shall serve at the pleasure of the Board and may be removed by vote of a majority of the entire Board after notice and hearing.

The Municipal Light Board shall appoint the Accounting Manager or Chief Accountant of the Reading Municipal Light Department; and shall appoint counsel to the Reading Municipal Light Department.

The Accounting Manager or Chief Accountant as the case may be, and Counsel shall be subject to the supervision of the General Manager.

The Municipal Light Board shall approve warrants for payments of all bills and payroll of the Municipal Light Department; and approve all contracts made in accordance with M.G.L. c.30B, except contracts for purchasing of power.

The Municipal Light Board shall employ the Auditor appointed by the Town of Reading Audit Committee.

The Municipal Light Board shall annually set electric rates and approve an annual operating budget and Capital Improvements Program each fiscal year. Such approval will be done by a majority vote of the Municipal Light Board. After the Municipal Light Board has approved an annual operating budget and Capital Improvements Program, it will present them to the Reading Finance Committee and Reading Town Meeting. Upon request of any of the other towns served by the Reading Municipal Light Department, the Municipal Light Board shall make a presentation to the Finance Committee and/or Town Meeting of any such town (s).”

On motion by William C. Brown, Precinct 8, it was moved to delete “and approve all contracts made in accordance with M.G. L. c. 30B, except contracts for purchasing of power” from paragraph 4.

Motion did not carry.

On motion by Glen Hartzler, Precinct 4, it was moved to amend by replacing the preamble words by adding the following language to Section 3-5: “The Municipal Light Board” with the words by replacing the period at the end of the second paragraph of Section 3-5 with a comma and inserting thereafter the following language:

“and known as the Reading Municipal Light Department.”

Text from original motion

“The Municipal Light Board”

Then include 3rd paragraph from Charter.

Motion did not carry:

On motion by Frederick Van Magness, Precinct 8, it was moved to amend fourth paragraph of the original motion by deleting “and approve all contracts made in accordance with M.G.L. c30B, except contracts for purchasing of power.” And replace it with “and shall approve all contracts and, further, all contracts shall be made in accordance with M.G.L. c.30B. Contracts for purchasing of power shall not be subject to M.G.L. c.30B but shall be approved by the Municipal Light Board.”

Motion to amend carries.

2/3 voted required
126 voted in the affirmative
6 voted in the negative

Presentation by Vinnie Cameron, General Manager, RMLD:

Restatements of Massachusetts Law (Chapter 164)

- The RMLD Board shall hire the General Manager.
- The RMLD Board shall set the General Manager’s compensation.
- The General Manager shall serve under the direction of the RMLD Board.
- The RMLD Board may remove the General Manager by a majority vote of the entire Board after notice and hearing.
- The RMLD Board shall approve warrants for payment of bills and payroll.
- The RMLD Board shall annually set electric rates.
- The RMLD Board shall approve an annual operating budget by a majority vote of the Board.

Conflicts with Massachusetts General Law (Chapter 164)

- The RMLD Board shall appoint the Accounting Manager or Chief Accountant of the RMLD.

According to Chapter 164, Section 56, the General Manager has the authority to hire employees of the Municipal Light Department.

- The RMLD Board shall appoint counsel to the Reading Municipal Light Department.

According to Chapter 164, Section 56, the General Manager is responsible for the employment of attorneys.

- The RMLD Board shall approve all contracts made in accordance with M.G.L. c. 30B, except contracts for purchasing of power.

According to Chapter 30B only the Municipal Light Board has the authority by majority vote of the Board to accept Chapter 30B guidelines.

Actions Taken

Policy Changes

The RMLD has taken the following actions and changed its policies in order that past problems do not reoccur.

- The RMLD no longer has company credit cards and eliminated the credit card policy.
- The RMLD has revised its policies with respect to travel. Meals are only reimbursable on a per diem basis.
- The RMLD Policy 19, Board of Commissioners has been changed so that the RMLD employees may directly contact any RMLD Board member for any reason.
- The RMLD Board has an exceptions sheet, upon which it lists questions, concerns and comments concerning the payables and payroll. The General Manager and the Accounting Manager review and respond to the Board's questions and concerns.
- Petty cash is only used for storm duty expenses and payroll problems. Neither incident has arisen since the change enacted in January 2002.

Changes in RMLD Board Policy #19 that reflects Article 4 points.

- The RMLD Accounting Manager Board Sub Committee will interview the final Accounting Manager candidates and makes recommendations to the General Manager prior to the hiring of a new Accounting Manager.

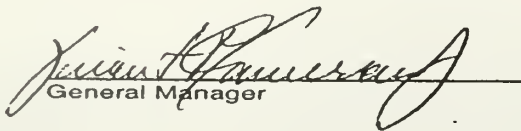
- On a quarterly basis the Accounting Manager will meet with the Town Accountant and a member of the RMLD's Audit Sub Committee.
- The Accounting Manager has been given the authority to meet with the RMLD Board with instances when there arises an issue for resolution with respect to expense reporting, payables, payroll, and any other financial issues.
- The General Manager, as part of the quarterly budget process, will give the RMLD Board an update on the budget versus actual expenditures for Outside Services.
- The General Manager will present to the RMLD Board, as part of the budget process, the counsel(s) that he plans to use for the next fiscal year.

Revision No. 8

RMLD Policy No. 19

Effective Date: 4/3/03

BOARD OF COMMISSIONERS


General Manager

Per Board Vote: 4/3/03
Chairman/Date

I. PURPOSE

- To establish the role of the RMLD Board and Commissioners.
 - To establish administrative controls for certain Commissioner activities.
- C. *This policy may not be changed unless it is advertised in the local newspapers in the four-town service territory once a week for two consecutive weeks. These newspapers are Reading Daily Times Chronicle, The Wilmington Town Crier, The North Reading Transcript and The Lynnfield Villager. The notice of this change will also be posted in the Town Halls in the four-town service territory. Any changes that involve grammar or minor content needed for clarification need not be advertised.*

II. GOVERNING LAWS

M.G.L., Chapter 164 and other applicable federal and state statutes and regulations.

III. RESPONSIBILITIES

- Board Chairman and Vice Chairman:
 - Chairman is responsible for calling regular, emergency, and Executive Session meetings of the RMLD Board as needed.
 - Chairman presides over RMLD Board meetings, approves the agenda and recognizes all speakers, including other Commissioners.
 - Chairman nominates Board members to represent the Commission at appropriate

functions, events and meetings. Final decision is by a majority of the Board members. A majority of the Board is at least three of the five members.

4. Chairman nominates Board members to Board Sub-Committees. Final appointment is by a majority vote of the Board members.
5. If the Chairman is unable to attend a Board meeting, then the Vice Chairman will serve as the Chairman of the Board Meeting. If the Chairman and Vice Chairman are unable to attend a Board meeting, then the Secretary of the Board will assume the duties of the Chairman and will appoint a Commissioner to serve as Secretary for that meeting.
6. The Board will not address a new issue past 10:45 PM and ends all Board meetings by 11:15 PM.

B. Board Secretary:

1. Final review of Board minutes.
2. Certifies, as required by law, votes of the Board.

III. RESPONSIBILITIES

B. Board Secretary:

3. Signs, upon direction of a majority of the Board members, power supply contracts and legal settlements on behalf of the Board. Alternatively, the General Manager or any Commissioner may be authorized by a majority vote of the Board to perform this function.

C. Commission as a whole, by majority vote:

1. Responsible for approving overall goals, objectives and policy setting for the Department to be discharged by the General Manager within the constraints of M.G.L., Chapter 164 and other applicable federal and state statutes and regulations.

The Commission is elected by the voters of the Town of Reading, accountable to the Town of Reading and responsible to the ratepayers of the entire RMLD service area.

2. Selects the General Manager and establishes the rate and manner of compensation.

The General Manager serves as the equivalent of the Chief Executive Officer and the Chief Operating Officer for the Board with the ultimate authority and responsibility for the operation and the management of the RMLD, under the direction and control of the Commissioners and subject to M.G.L., Chapter 164.

Before the end of the fiscal year, the Board will give the General Manager a written performance appraisal based on the General Manager's performance during the previous fiscal year and adjust the General Manager's salary based on that appraisal. During this process, the Board will set the General Manager's goals and expectations, in writing, for the next fiscal year, upon which the General Manager will be evaluated.

Except for actions contrary to decisions or written policies made by the Board as a whole, the General Manager is authorized to take whatever actions are required to operate and manage the utility.

The General Manager is the only designated representative for the Board regarding collective bargaining negotiations. The General Manager may utilize other RMLD management personnel as needed to carry out these responsibilities.

3. *When a new Accounting Manager is hired, the Accounting Manager Sub-Committee will interview the final candidates and makes recommendations to the General*

Manager before the General Manager hires the Accounting Manager.

4. *The General Manager will present to the Board the selection criteria and legal counsel(s) to be used for the coming year as part of the Operating Budget presentation.*
5. *The Commissioners will meet quarterly with the Accounting Manager to discuss the quarterly budget variances report on the Operating Budget. This meeting will be held during a Board meeting in Open Session. If any issues to be discussed are being considered in Executive Session, then the discussion will proceed during the next Executive Session.*

III. RESPONSIBILITIES

C. Commission as a whole, by majority vote:

5. *The Accounting Manager will also meet with a member of the RMLD's Audit Sub-Committee and the Town Accountant quarterly to discuss the RMLD's financial issues. These meetings may be held more frequently if the RMLD Accounting Manager believes that necessary.*

Also on a quarterly basis, coinciding with the Accounting Manager's presentation in Open Session to the Commissioners, the General Manager will give an update on the expenditures on Outside Services, which includes the legal, engineering, audit, and other consulting services. The General Manager is required to give the Commissioners a full report on the expenditures for each of the outside services including the dollars expended, cost to complete, and a projected end date. If any legal issues are being considered in Executive Session then the explanation of that legal issue will be given in closed session.

When the Accounting Manager questions a payment on an invoice, the Accounting Manager shall bring his concerns to the Commissioners for discussion and resolution at the next available Board meeting. The issue will be discussed in Open Session unless there is a need to go into Executive Session (i.e., invoices concerning legal matters, etc.).

6. Serves as an appeal body for ratepayers on matters arising from the RMLD's Operations.

7. *The RMLD Board will appoint one Commissioner to serve on the Town of Reading Audit Committee. Reappointment of this position will be done annually and coincide with the Board restructuring, which occurs at the first meeting after the annual Town of Reading election. The Town of Reading Audit Committee will send out a Request for Proposals for Auditing Services on behalf of the Town and for the Reading Municipal Light Department. The presence of a Commissioner on the Town of Reading's Audit Committee will ensure that the selected auditing firm is qualified to perform a financial audit of a municipal electric utility. The RMLD Board of Commissioners accepts the audited financial statements and management letter and shall require the General Manager to submit a written action report on any item commented on by the auditor's Management Letter.*

8. *Annually selects Commissioners to serve as Board Chairman, Vice Chairman and Secretary. The Chairman, Vice Chairman, and Secretary will be elected by a majority*

vote of the Board. A special restructuring of the Board may be held with a vote of four members.

9. Approves, after allowing a 30-day period for input from the Citizen's Advisory Board, as provided for in the Twenty-Year Agreement, on the following topics:
 - a. Significant Expansion or Retirement of the RMLD's Transmission, Distribution, General Plant, or Generation;
 - b. Power Contracts and Agreements and their Mix;
 - c. Cost-of-Service and Rate Making Practices;
 - d. Financial and Cost Accounting Practices and;
 - e. Other Issues that may come before the Board.

III. RESPONSIBILITIES

- C. Commission as a whole, by majority vote:

10. Approves:
 - a. The annual report (including audited financial statements) of the RMLD.
 - b. All correspondence on RMLD letterhead that is written by any Commissioner to other elected Boards, Committees or ratepayers.
 - c. All collective bargaining agreements. Also establishes the goals and objectives for the General Manager to meet in bargaining new or amended collective bargaining agreements.
 - d. All presentations made by the RMLD to other elected Boards or Committees.
 - e. Initiation of litigation or settlement.
 - f. The appointment of Commissioners to Board Sub-Committees.
11. Approves, in conjunction with the General Manager, the payroll and weekly accounts payable warrants.
12. Commissioners may attend (consistent with approved RMLD budgets) meetings, conferences, training sessions and similar functions as appropriate for enhancing policy-making skills. Attendance at APPA's summer and winter national conferences and NEPPA's annual conference and annual business meetings are presumed to be appropriate. Attendance of similar functions sponsored by the Town of Reading or the Commonwealth of Massachusetts for elected officials are also presumed to be appropriate.

Attendance for all other meetings, conferences, training sessions and similar functions shall be administered in the same manner as for RMLD management employees, as outlined in Policy 5, Employee, RMLD Board of Commissioners, Citizen's Advisory Board Overnight/Day Travel Policy. In the event a Commissioner disagrees with the resultant decision(s), he/she may request the Board as a whole, by a majority vote, to approve attendance (subject to any conditions deemed appropriate by the Board). Any Commissioner attending meetings, conferences, training sessions and similar functions as appropriate for enhancing policy-making skills are required to make a full report at the next available Commissioner's meeting.

It is the policy of the Board that no Commissioner will have a personal or economic interest or benefit, directly or indirectly, from attendance in meetings, conferences, training

sessions and similar functions. Further, it is the responsibility of each Commissioner to make a full public disclosure of any personal interest or benefit in advance.

D. Commissioners serve as Trustees of the RMLD Pension Trust with all rights and obligations conferred upon them by the Trust, as amended by the Trust from time to time. Commission, as a whole and by majority vote, as Pension Trustees:

1. Acknowledges that the Town of Reading Audit Committee will select the firm that performs the annual financial audit of the RMLD Pension Trust. The RMLD Board of Commissioners accepts the audited financial statements based on the recommendation of the RMLD's Audit Sub-Committee.
2. Selects the firm that performs an annual actuarial study of the RMLD Pension Trust.

III. RESPONSIBILITIES

D. Commissioners serve as Trustees of the RMLD Pension Trust with all rights and obligations conferred upon them by the Trust, as amended by the Trust from time to time. Commission, as a whole and by majority vote, as Pension Trustees:

3. Selects all professional services associated with the Pension Trust. Approves all professional services invoices associated with the Pension Trust.
4. Approves all financial transactions (including investments and disbursements) and records involving any aspect of the Pension Trust.

E. Board Sub-Committees:

1. Serve as a mechanism for the Board to review and consider specific issues. Sub-Committees can recommend, but not approve unless specifically delegated, a course of action to the Board.

RMLD Board of Commissioners Subcommittees

Responsibilities

Task Force Subcommittee	To sit on RMLD Oversight Task Force.
GM Committee/Search	Review GM evaluation process and search.
Audit Sub-Committee	Recommend audit findings to the Board. One member of the Audit Sub Committee meets at least quarterly to with the Accounting Manager and the Town Accountant to review and discuss RMLD financial issues.
Community Relations	Review and approve all press releases.
Power Contracts, Rate Setting, Customer Choice	Recommend power contracts to Board. Recommend rate changes to the Board.
Pension	Recommend actuaries and actuary findings to the Board.
Operating and Capital Budget	Recommend Operating and Capital Budgets to Board.
Payables Account Payables	Review and approve payables on a weekly basis. This position is rotational. It requires three primary signers and one back up. No Commissioner may

	serve more than three consecutive years on this Sub-Committee and must take a year leave before returning to this Sub-Committee.
Payroll	Review and approve payroll. This position is rotational. It requires primary signer and one back up. No Commissioner may serve more than three consecutive years on this Sub-Committee and must take a year leave before returning to this Sub-Committee.
CAB/Board Subcommittee	Recommend payment to the Town.

RMLD Board of Commissioners Subcommittees **Responsibilities**

Town of Reading Audit Committee	Sit on the Town of Reading Audit Committee and select firm that performs annual financial audit of RMLD pension trust.
Accounting Manager Sub-Committee	Interviews the final candidates and makes recommendations to the General Manager before the General Manager hires the Accounting Manager.

IV. POLICY ELEMENTS

A. It is the policy of the RMLD Board:

1. To operate in accordance with the spirit, as well as the letter of all laws affecting its business and its employees.
2. All Commissioners and employees are required to act with the highest level of integrity, business ethics and objectivity in any RMLD transaction or where a Commissioner or employee represents the Board or the RMLD. No Commissioner or employee is allowed to misuse the authority or influence of his or her RMLD position.
3. To operate in a businesslike and efficient manner in all aspects of operating and managing the RMLD.
4. To be supportive of a good working relationship between Management and Unions as detailed in the Labor Relations Objective section of the Labor Relations Guide for Managers; to initiate communication and interaction with respect to RMLD business with all RMLD employees only through the General Manager; to provide union employees separate access to the Board as constrained within the collective bargaining agreements.
5. To hold regular open and public meetings to allow ratepayers to provide direct input on any open session matter before the Board.
6. To affirmatively and courteously respond to all requests for public information, subject to the constraints of Policy 12, Board Document Dissemination and the Massachusetts Public Records Law. All requests will be arranged through the General Manager.
7. To not contribute, in any form, to civic, charitable, benevolent or other similar organizations.
8. To maintain "cost of service" electricity rates; to manage the RMLD with the goal that its residential rates are lower than any investor owned electric utility in Massachusetts and lower than any electric utility whose service area is contiguous with the RMLD's.
9. To utilize technology, training, personnel, and flexible work and administrative processes to maintain a competitive and municipally owned electric utility serving the best interests of

all ratepayers, to direct and manage the RMLD in the best interests of the RMLD, the Town of Reading, and its ratepayers.

New Concepts

- The RMLD shall make a presentation of the Annual Budget and Capital Improvements Program to the Reading Finance Committee and Reading Town Meeting each fiscal year.
- The RMLD shall make a presentation of the Annual Budget and Capital Improvements Program to the Outside Towns' Finance Committee and/or Town Meeting.

Benefits of the RMLD

- The RMLD is the largest municipal electric utility in the Northeast.
- The RMLD has a Rate Stabilization Fund (RSF) in order to offset unforeseen events (early nuclear decommission, loss of large customers, sustained economic down turn, etc.) and stabilize fuel costs.
- The RMLD has approximately \$4.2 million in bonds, which are backed by the RSF and will be paid off by 2007. The RMLD doesn't see the need for additional bonding through 2007.
- The RMLD returned \$1,948,829 to the Town of Reading during fiscal year 2002.
- The RMLD has returned over \$29.6 million to the Town of Reading since 1980.
- The RMLD's residential rates are in the lowest third of the electric utilities in Massachusetts.
- The RMLD's commercial and industrial rates are among the three lowest in Massachusetts.
- The RMLD provides community oriented educational activities to the youth and seniors of the Town of Reading.
- The RMLD continues construction programs, which are revitalizing its distribution system and increases its reliability both in the Town of Reading and throughout its service territory.

ARTICLE 8 – On motion by Catherine Martin, Chairman of the Finance Committee it was voted to amend one or more of the votes taken under Article 12 of the Warrant of the Annual Town Meeting of April 22, 2002, as amended by Article 5 of the Subsequent Town Meeting of November 12, 2002, and as amended by Article 7 of the January 13, 2003 Special Town Meeting

relating to the Fiscal Year 2003 municipal budget, that the Town transfer from available funds and appropriate the following sums for the operation of the Town and its government; and that the Town vote to close the self insured Workers Trust Fund as of June 30, 2003.

Line	Acc't.	Description	Shortfall	Reduction	
A1	25	Town Accountant Salaries		\$3,675	
B1	61	Conservation Salaries		\$5,000	
B6	511	Health Salaries		\$1,000	
B8	541	Elder/Human Services Salaries		\$11,321	
B17	62	Community Services Salaries	\$2,000		
C12	35	Finance Salaries		\$4,660	
C13	35	Finance Expenses	\$5,300		
D4	41	Law Expenses	\$10,000		
D10	52	Elections/Registration Expenses	\$5,000		
D11	850	Property/Casualty Insurance	\$3,000		
D14	15	General Services Salaries		\$1,996	
K17	12	Capital – Flexible Account	\$7,789		
	02-080	Capital – Town Hall Masonry		\$7,789	
E1	611	Library Salaries		\$22,716	
F1	111	Police Salaries		\$26,969	
F2	111	Police Expenses		\$52,000	
F5	121	Fire Salaries		\$27,263	
G3	302	DPW – Engineering Salaries		\$1,525	
G4	302	DPW – Engineering Expenses		\$790	
G5	303	DPW – Highway Salaries		\$46,952	
G6	303	DPW – Highway Expenses	\$26,000		
G7	313	DPW – Park/Forestry Salaries		\$15,520	
G8	313	DPW – Park/Forestry Expenses	\$3,850		
G9		DPW - Salaries	\$30,050		
G11	325	DPW – Street Lighting		\$13,290	
G12	312	DPW – Rubbish/Recycling		\$66,000	
G13	321	DPW – Snow and Ice Control	\$325,200		\$135,723 From Free Cash
G14	481	DPW Cemetery Salaries		\$31,620	
G14	481	DPW Cemetery Expenses	\$31,620		
H3		Town Building Maint. Salaries	\$6,000		
H4		Town Building Maint. Expense	\$20,000		
M1	400	DPW - Water Salaries	\$15,000		
M2	400	DPW - Water Expenses		\$15,000	
M3	405	DPW - Water Capital	\$56,750		\$56,750 From Water Reserves

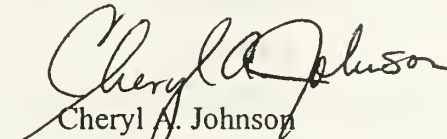
M3	405	DPW - Water Capital	\$50,000		\$50,000 From Water Reserves
M3	405	DPW - Water Capital	\$69,500		\$69,500 From Water Reserves

On motion by William C. Brown, Precinct 8, it was voted to adjourn that this Annual Town Meeting stand adjourned to meet at 7:30 p.m. at the Reading Memorial High School, on Thursday, May 1, 2003.

Meeting adjourned at 10:59 p.m.

166 Town Meeting Members were present.

A true copy. Attest:


Cheryl A. Johnson
Town Clerk

COST TO AVERAGE TAX PAYER OF RMHS PROJECT

<u>Fiscal Year</u>	<u>"A"</u> <u>Cost to Avg. Home</u> <u>under Historic SBA</u> <u>Program</u>	<u>"B"</u> <u>Cost to Avg Home</u> <u>under Anticipated</u> <u>SBA Program</u>	<u>"C"</u> <u>Cost to Avg Home</u> <u>under 30 year debt</u> <u>SBA Program</u>
2004	\$11.25	\$11.25	\$11.25
2005	\$171.88	\$171.88	\$155.38
2006	\$339.27	\$339.27	\$421.44
2007	\$339.27	\$339.27	\$420.91
2008	\$339.27	\$339.27	\$421.42
2009	\$339.27	\$339.27	\$421.09
2010	\$339.27	\$339.27	\$421.15
2011	\$339.27	\$339.27	\$421.14
2012	\$436.55	\$784.08	\$421.08
2013	\$413.93	\$761.46	\$421.40
2014	\$391.31	\$738.85	\$421.48
2015	\$368.69	\$716.23	\$421.30
2016	\$346.08	\$693.61	\$421.49
2017	\$323.46	\$670.99	\$421.36
2018	\$300.84	\$648.38	\$421.43
2019	\$278.22	\$278.22	\$75.28
2020	\$255.60	\$255.60	\$75.56
2021	\$232.99	\$232.99	\$75.26
2022	\$210.37	\$210.37	\$75.58
2023	\$187.75	\$187.75	\$75.29
2024	\$165.13	\$165.13	\$75.58
2025	\$142.52	\$142.52	\$75.77
2026	\$119.90	\$119.90	\$75.27
2027	\$97.28	\$97.28	\$75.30
2028	\$74.66	\$74.66	\$75.83
2029	\$52.04	\$52.04	\$75.67
2030 to 2035			\$75.43

ANNUAL TOWN MEETING

Reading Memorial High School

May 1, 2003

The meeting was called to order by the Moderator, Alan E. Foulds, at 7:42 p.m., there being a quorum present.

The Invocation was given by The Reverend Kevin H. Vendt of the First Baptist Church, followed by the Pledge of Allegiance to the Flag.

ARTICLE 9 – On motion by Gail F. Wood, member of the Board of Selectmen, it was voted to approve the FY 2004 – FY 2013 Capital Improvements Program as provided for in Section 7-7 of the Reading Home Rule Charter.

ARTICLE 10 – On motion by Gail F. Wood, member of the Board of Selectmen, it was voted that the subject matter of Article 10 be tabled.

ARTICLE 11 - On motion by Gail F. Wood, member of the Board of Selectmen, it was voted to indefinitely postpone the subject matter of Article 11.

WATER TREATMENT PLANT UPGRADE

As I reported to Town Meeting in November 2002, we fully expected to request funding of the design of improvements to the Louanis Water Treatment Plant at this Town Meeting. However, two issues remain to be finalized at this time:

- Completion of the final pilot testing program
- Completion of the financing plan

Pilot Testing

The pilot testing programs, of which there are four, has taken longer than expected. The final process we will be piloting is a treatment system called MIEX (Magnetic Ion Exchange), a process that has the potential to remove organic compounds from the raw water, and may help us further address the color and taste issues. The test, including laboratory results and a recommendation from our consultant, is expected to be completed in 6 – 8 weeks.

Financing Plan

In an effort to stabilize Water and Sewer Rates, staff has developed a preliminary ten-year financing plan for Water and Sewer. We have had discussions with the Water and Sewer Advisory Committee, Finance Director, Town Accountant and the Town Manager. We are incorporating operating budgets as well as capital projects including, but not limited to, the MWRA Buy-in, the Water Treatment Plant Upgrade and Water Distribution system upgrades. We are reviewing recent information on projected MWRA Sewer Assessments. We are also looking at borrowing options and the use of Reserve Funds over a long period of time, to help offset rates.

In order to fully explore these important issues, continue discussions with the WSAC, and to present the plan and seek approval from the Board of Selectmen and Finance Committee and ultimately to Town Meeting, it is recommended that Town Meeting postpone action at this

time. We expect to bring this back to the next Town Meeting for approval of the design portion of the project.

ARTICLE 12 – On motion by Richard W. Schubert, member of the Board of Selectmen, it was voted to establish a revolving fund under Chapter 44, Section 53E1/2 of the General Laws for the purpose of using the receipts generated through the sale of compost bins to purchase additional compost bins, and authorize expenditures administered by the Department of Public Works, not to exceed \$4,000 during Fiscal Year 2004 which may be made from such fund.

ARTICLE 12 – On motion by Richard W. Schubert, member of the Board of Selectmen, it was voted to establish a revolving fund under Chapter 44, Section 53E1/2 of the General Laws for the purpose of using the receipts generated from the rental of parking spaces and/or parking fines to enforce parking regulations, and authorize expenditures administered by the Police Department, not to exceed \$15,000 during Fiscal Year 2004 which may be made from such fund.

Article 12 – On motion by William C. Brown, Precinct 8, it was moved to change \$15,000 to \$11,190.

Motion did not carry.

ARTICLE 12 – On motion by Richard W. Schubert, member of the Board of Selectmen, it was voted to establish a revolving fund under Chapter 44, Section 53E1/2 of the General Laws for the purpose of administering the consultant fee provision of Reading General Bylaws, Section 5.7, Wetlands Protection, and authorize expenditures administered by the Conservation Administrator, not to exceed \$50,000 during Fiscal Year 2004 which may be made from such fund.

ARTICLE 12 – On motion by Richard W. Schubert, member of the Board of Selectmen, it was voted to establish a revolving fund under Chapter 44, Section 53E1/2 of the General Laws for the purpose of using all or part of the receipts generated from the issuance of Building, Plumbing or Gas, and Wiring permits for the Walkers Brook Crossing Development to pay the costs of oversight and inspection of the development on that site, and authorize expenditures administered by the Town Manager, not to exceed \$200,000 during Fiscal Year 2004 which may be made from such fund.

ARTICLE 12 – On motion by Richard W. Schubert, member of the Board of Selectmen, it was voted to establish a revolving fund under Chapter 44, Section 53E1/2 of the General Laws for the purpose of using the receipts generated through registration fees and other revenues for Recreation programs to pay the costs of the Recreation program and related expenses, and authorize expenditures administered by the Recreation Administrator, not to exceed \$500,000 during Fiscal Year 2004 which may be made from such fund.

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was moved to raise by borrowing, or from the tax levy, or transfer from available funds, and appropriate the sum of

\$61,451,120

for the operation of the Town and its Government for Fiscal Year 2004 beginning July 1, 2003.

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was voted to approve and appropriate the proposed FY 2004 budget as presented in Line Items A1 and A2 (Accounting Department):

\$114,580

to be provided as follows:

Lines A1 and A2 – from property taxes, State aid and non-property tax local receipts

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was voted to approve and appropriate the proposed FY 2004 budget as presented in Line Items B26 and B27 (Community Services Department):

\$1,309,865

to be provided as follows:

Lines B26 and B27 – from property taxes, State aid and non-property tax local receipts

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was voted to approve and appropriate the proposed FY 2004 budget as presented in Line Items C12 and C13 (Finance Department):

\$841,086

to be provided as follows:

Lines C12 and C13 – from property taxes, State aid and non-property tax local receipts

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was voted to approve and appropriate the proposed FY 2004 budget as presented in Line Items E1 and E2 (Library Department):

\$869,000

to be provided as follows:

Lines E1 and E2 – from property taxes, State aid and non-property tax local receipts

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was voted to approve and appropriate the proposed FY 2004 budget as presented for Line Items F9 and F10 (Public Safety Department):

\$6,325,738

to be provided as follows:

Lines F9 and F10 – from property taxes, State aid and non-property tax local receipts

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was voted to approve and appropriate the proposed FY 2004 budget as presented for Line Items G11 through G17 (Department of Public Works):

\$3,405,194

to be provided as follows:

Line G11 - \$116,074 from the Reading Ice Arena Authority

Line G17 - \$10,000 from Cemetery Sale of Lots

Remainder of Lines G11 through G17 from property taxes, State aid and non-property tax local receipts

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was voted to approve and appropriate the proposed FY 2004 budget as presented for Line Item H1 through H4 (Building Maintenance):

\$3,239,861

to be provided as follows:

Line H1 through H4 – from property taxes, State aid and non-property tax local receipts

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was voted to approve and appropriate the proposed FY 2004 budget as presented for Line Item I (School Department):

\$26,492,645

to be provided as follows:

Line I – from property taxes, State aid and non-property tax local receipts

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was voted to approve and appropriate the proposed FY 2004 budget as presented for Line Item J (Northeast Metropolitan Regional Vocational School):

\$312,111

to be provided as follows:

Line J – from property taxes, State aid and non-property tax local receipts

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was moved to approve and appropriate the proposed FY 2004 budget as presented for Line Items K1 through K15 (Debt and Capital):

\$4,278,200

to be provided as follows:

Line K1 through K15 - from property taxes, State aid and non-property tax local receipts

On motion by Camille W. Anthony, Chairman of the Board of Selectmen it was moved to add \$150,000 to K1 to cover the inadvertent rollover of \$150,000 of bond anticipation notes bringing the amount Lines Items K1 through K15 to \$4,428,200.00.

Motion as amended carried.

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was voted to approve and appropriate the proposed FY 2004 budget as presented for Line Item L8 (Employee Benefits):

\$7,458,422

to be provided as follows:

Line L8 - \$ 201,820 from Overlay Surplus, and the remainder from property taxes, State aid and non-property tax local receipts

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was voted to approve and appropriate the proposed FY 2004 budget as presented for Line Items M1 through M4 (Water Fund):

\$2,802,582

to be provided as follows:

Lines M1 through M4 – from property taxes, State aid and non-property tax local receipts

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was voted to approve and appropriate the proposed FY 2004 budget as presented for Line Items N1 through N4 (Sewer Fund):

\$4,001,836

to be provided as follows:

Line N4 - \$336,000 from Sewer Reserves

Line N1 through N3 and the remainder of Line N4 from property taxes, State aid and non-property tax local receipts.

ARTICLE 13 – On motion by Catherine Martin, Chairman of the Finance Committee, it was voted to appropriate for the FY 2004 budget, exclusive of State and county assessments:

\$61,601,120

Representing the total of all previously made motions under Article 13 as amended.

Funds are to be provided as set forth in said previously made motions.

ARTICLE 14 – On motion by Harvey J. Dahl, Precinct 7, it was voted Pursuant to Chapter 40 Section 3 of the General Laws to authorize the Board of Selectmen, with the approval of the School Committee and the approval of the Commissioner of Education, to rent or lease certain surplus space in the Reading Memorial High School to one or more public or private profit-making businesses or non-profit organizations; provided, however, that joint occupancy of the High School building will not interfere with educational programs being conducted in said building and provided that the terms of any such rental or lease shall be approved by the School Committee.

ARTICLE 15 – On motion by Harvey J. Dahl, Precinct 7, it was voted to accept the provisions of Chapter 71, Section 71F of the Massachusetts General Laws related to “Nonresident or foster care students; deposit of tuition payments and State reimbursements; expenditures and appropriations.”

ARTICLE 16 – On motion by Harvey J. Dahl, Precinct 7 or Susan C. Cavicchi, Precinct 2, it was voted to accept the provisions of Chapter 40 Section 3, Paragraph 3 of the Massachusetts General Laws related to “Towns; power to hold, lease and convey property.”

ARTICLE 17 – On motion by Gail F. Wood, member of the Board of Selectmen, it was voted to approve the motions as presented in writing to Town Meeting on the reaffirmation of the acceptance of the following streets:

Ashley Place	Chapel Hill Drive	Davis Lane
Duck Road	Emerald Drive	Estate Lane
Fairchild Drive	Fairview Avenue	Gateway Circle
Haystack Road	Jessica Circle	Kurchian Lane
Lilah Lane	Lindsay Lane	Milepost Road
Old Farm Road	Partridge Road	Pond Meadow Drive
Rice Road	Riverside Drive	Sanborn Lane (partial)
Sanborn Lane (partial)	Stone Well Road	Symonds Way
Terrace Park	Thomas Drive	Verde Circle

2/3 vote required
Unanimous vote

Ashley Place

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following described way known as Ashley Place, from Fairchild Drive southerly approximately 950 feet to the 1997 acceptance, under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Ashley Place, from Fairchild Drive southerly approximately 950 feet to the 1997 acceptance, and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and to *appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Chapel Hill Drive

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Chapel Hill Drive under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Chapel Hill Drive; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and to *appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

DAVIS LANE

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Davis Lane under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Davis Lane; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1992 Town Meeting vote; and to *appropriate* from "certified free cash" the sum of one

dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Duck Road

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Duck Road under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Duck Road; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and *to appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Emerald Drive

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Emerald Drive under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Emerald Drive; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1992 Town Meeting vote; and *to appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Estate Lane

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Estate Lane under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Estate Lane; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with

the 1994 Town Meeting vote; and *to appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Fairchild Drive

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Fairchild Drive under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Fairchild Drive; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and *to appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Fairview Avenue

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Fairview Avenue, from Sunnyside Avenue to Riverside Drive, under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Fairview Avenue, from Sunnyside Avenue to Riverside Drive,; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and *to appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Gateway Circle

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Gateway Circle under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the

Board of Selectmen as Gateway Circle; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and to *appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

HAYSTACK ROAD

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Haystack Road under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Haystack Road; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and to *appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

JESSICA CIRCLE

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Jessica Circle under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Jessica Circle; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and to *appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Kurchian Lane

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Kurchian Lane under the provision of law authorizing

the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Kurchian Lane; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1994 Town Meeting vote; and *to appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Lilah Lane

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Lilah Lane under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Lilah Lane; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and *to appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Lindsay Lane

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Lindsay Lane under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Lindsay Lane; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and *to appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Milepost Road

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Milepost Road under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Milepost Road; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and to *appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Old Farm Road

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Old Farm Road under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Old Farm Road; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and to *appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Partridge Road

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Partridge Road under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Partridge Road; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and to *appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Pond Meadow Drive

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Pond Meadow Drive under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Pond Meadow Drive; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1994 Town Meeting vote; and *to appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Rice Road

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Rice Road under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Rice Road; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1994 Town Meeting vote; and *to appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Riverside Drive

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Riverside Drive under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Riverside Drive; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and *to appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any

eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

SANBORN LANE (from the 1989 acceptance westerly approximately 670 feet to Lilah Lane)

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Sanborn Lane, from the 1989 acceptance westerly approximately 670 feet to Lilah Lane, under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Sanborn Lane, from the 1989 acceptance westerly approximately 670 feet to Lilah Lane; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and to *appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

SANBORN LANE (from Roma Lane to cul-de-sac)

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Sanborn Lane, from Roma Lane to cul-de-sac, under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Sanborn Lane, from Roma Lane to cul-de-sac; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and to *appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Stone Well Road

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Stone Well Road under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Stone Well Road; and to *reaffirm* the authorization given to the Board of

Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and *to appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Symonds Way

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Symonds Way under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Symonds Way; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1995 Town Meeting vote; and *to appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Terrace Park

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Terrace Park under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Terrace Park; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and *to appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Thomas Drive

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Thomas Drive under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the

statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Thomas Drive; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and to *appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

Verde Circle

Voted to *reaffirm* the acceptance of the report of the Board of Selectmen upon the laying out as a public way of the following way known as Verde Circle under the provision of law authorizing the assessment of betterments, such way being laid out in accordance with plans duly approved by the Board of Selectmen and filed in the Office of the Town Clerk in accordance with the statutory requirements; and to *reaffirm* the acceptance of the public way laid out by the Board of Selectmen as Verde Circle; and to *reaffirm* the authorization given to the Board of Selectmen to take such land in fee or rights of easement therein by eminent domain, under the provisions of Chapter 79 of the General Laws, as amended, or acquire said land in fee or rights of easement therein by purchase, gift, or otherwise and to assess betterments therefor, all in accordance with the 1993 Town Meeting vote; and to *appropriate* from "certified free cash" the sum of one dollar (\$1) for the acquisition of said land or easements therein or for payment of any eminent domain damages, said sum to be spent by and under the direction of the Board of Selectmen.

ARTICLE 18 – On motion by George V. Hines, member of the Board of Selectmen, it was voted pursuant to Chapter 40 Sections 3 and 15 and Chapter 82 Section 21 of the General Law to authorize the Board of Selectmen of the Town of Reading to convey and/or abandon certain rights in fee and/or easements in Reading, Middlesex County, MA in the portion of the cul-de-sac in the public way known as Linnea Lane which portion to be abandoned is shown on a highlighted portion of the plan entitled "Street Acceptance Plan, Linnea Lane" originally dated February 1960; and that the Town vote to authorize the Board of Selectmen to determine the minimum amount to be paid for such conveyance and/or abandonment; and to authorize the Board of Selectmen to convey and/or abandon all or any part of said rights in fee and/or easements for such amount or a larger amount, and upon such terms and conditions as the Board of Selectmen shall consider proper, and to deliver a deed or deeds therefore if necessary.

2/3 vote required
Unanimous vote

ARTICLE 19 – On motion by Thomas J. Ryan, Precinct 1, it was moved to amend Section 7-9 of the Town of Reading Home Rule Charter by inserting in the second sentence after "The approval of any such Warrant by the Town Manager" the words "and subsequently by the Board of Selectmen" so that the entire text of Section 7-9 shall read as follows:

Section 7-9: Approval of Financial Warrants

Warrants for the payment of Town funds prepared by the Accountant

in accordance with the provisions of the General Laws shall be submitted to the Town Manager. The approval of any such Warrant by the Town Manager and subsequently by the Board of Selectmen, shall be sufficient authority to authorize payment by the Town Treasurer but the Board of Selectmen shall approve all Warrants in the event of a vacancy in the office of Town Manager.

2/3 vote required
failed unanimously
Motion did not carry

ARTICLE 20 – On motion by William C. Brown, Precinct 8, it was voted to amend the Town of Reading Bylaws, Article 2, Section 2.2 Conduct of Town Meetings Rule 4 by adding the words “or Charter” after the word Bylaws so that the rule shall read in its entirety:

Rule 4 Prior to debate on each Article in a Warrant involving changes in the Bylaws or Charter, the Bylaw Committee shall advise the Town Meeting as to its recommendations and reasons therefore.

ARTICLE 21 – On motion by Jonathan E. Barnes, Chairman of the Community Planning & Development Commission, it was voted to amend the Town of Reading Zoning Map as follows:

Designate and include the following property in the PUD-R Zoning District:

Assessor's Map 58, Lot 5

2/3 vote required
127 voted in the affirmative
1 voted in the negative


ARTICLE 22 – On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was voted pursuant to Section 2-6 of the Reading Home Rule Charter to declare the seats of the following Town Meeting Members to be vacant and to remove the following described persons from their position as Town Meeting Members for failure to take the oath of office within thirty days following the notice of election or for failure to attend one-half or more of the Town Meeting sessions during the previous year:

Francis J. Burgholzer, Jr.

Precinct 3

On motion by Camille W. Anthony, Chairman of the Board of Selectmen, it was voted that this Annual Town Meeting stand adjourned since die at 10:22 p.m.

145 Town Meeting Members were present.



Cheryl A. Johnson
Town Clerk

A true copy. Attest:



Water Projects: Articles 11, 12, and 13

November 2003



Article 11

Louanis Water Treatment Plant Project

November 2003



Outline

- Overview

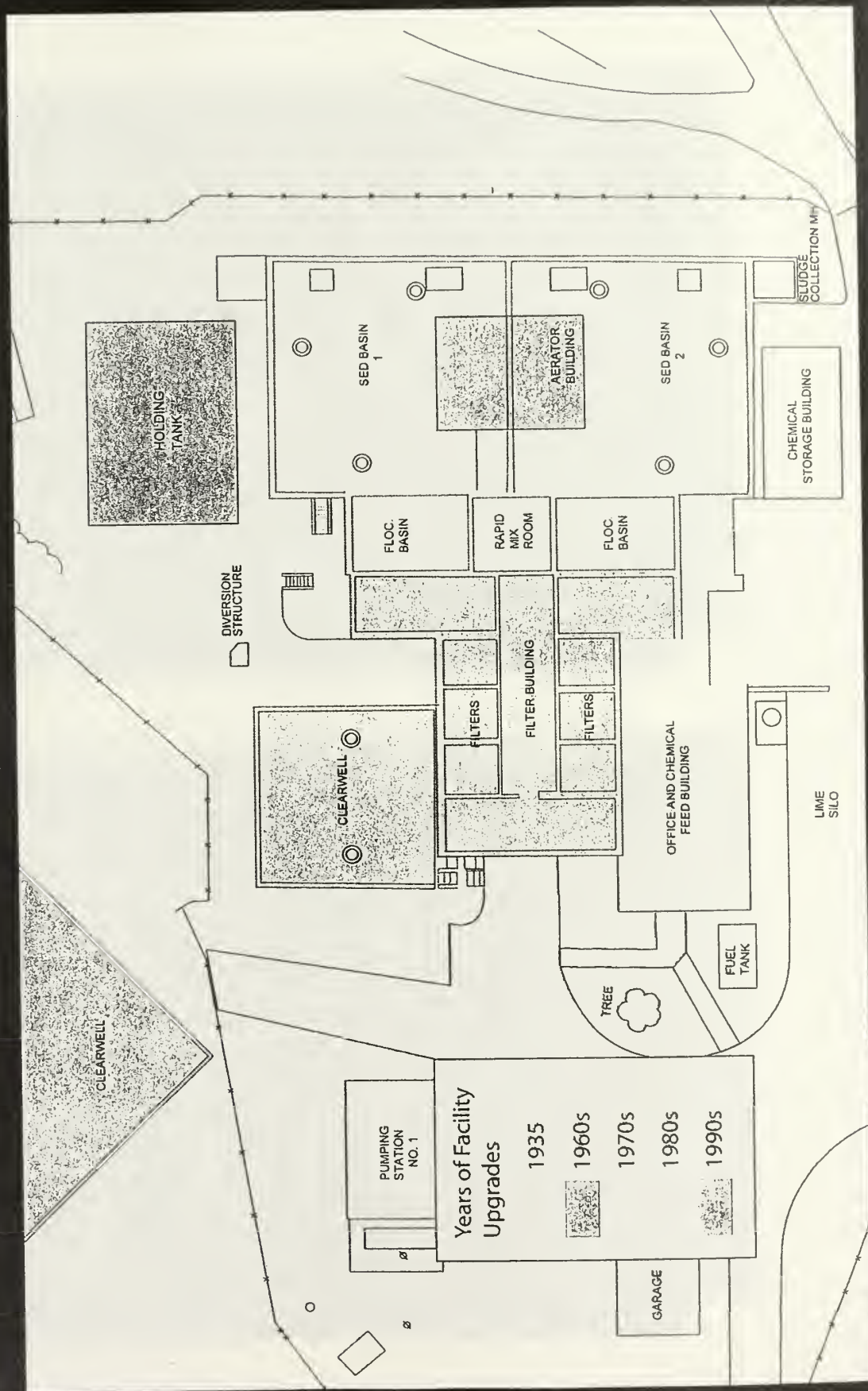
Objectives

- **Conduct a comprehensive evaluation of existing facility**
- **Assess feasibility of upgrading existing treatment processes to meet current and future water quality regulations**
- **Address consumer complaints**
- **Update security systems**
- **Improve plant operational efficiency**

Outline

- **Background**

Current Facilities



Outline

- **Water Quality Evaluation**

Water Quality Goals

- 1) **Meet Disinfection Byproduct Regulations**
- 2) **Reduce color and total organic carbon (TOC) levels**
- 3) **Meet or exceed iron and manganese standards**
- 4) **Address consumer complaints**
- 5) **Produce consistent finished water quality**

Water Quality Goal # 1: Meet Disinfection Byproduct Regulations

Issues:

- EPA lowered TTHM Maximum Contaminant Level (MCL) to 80 ppb
- Deadline January 2004

Recommendations:

- Install temporary ammonia system
- Implement Chloramines Public Awareness Program
- Construct membrane filtration system

Water Quality Goal # 2: Reduce Color and Total Organic Carbon (TOC) in Finished Water

Issues:

- High color and TOC levels

Recommendation:

- Construct membrane filtration system

Water Quality Goal # 3: Meet or Exceed Iron and Manganese Standards

Issues:

- High iron and manganese concentrations in raw water

Recommendation:

- Construct membrane filtration system

Water Quality Goal # 4: Address Consumer Complaints

Issues:

- Hardness
- Taste
- Color

Recommendations:

- Convert from lime to potassium hydroxide to reduce hardness
- Construct a membrane filtration system to improve taste and color

Water Quality Goal #5: Produce Consistent Finished Water Quality

Issues:

- Well water quality varies greatly at each source and is extremely difficult to treat
- Need to maintain consistent finished water quality with low color and TOCs

Recommendations:

- Construct membrane filtration system

Water Quality Evaluation Recommendations

- Construct a membrane filtration system to:
 - Reduce TOCs and TTHMs
 - Improve color and taste
 - Continue to meet iron and manganese standards
- Use chloramines as a secondary disinfectant to reduce TTHMs
- Use potassium hydroxide instead of lime to reduce hardness

Outline

- **Facilities Evaluation**

Facilities Evaluation Objectives

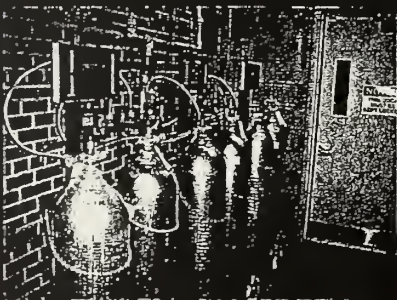
- Identify aging, deteriorated, and obsolete equipment
- Complete comprehensive facilities audit including on-site inspections
- Assess ability to meet water quality goals
- Develop recommendations to rehabilitate existing WTP to maintain operations for the next 20-25 years

Facilities Evaluation Components

- Health and Safety
- Security
- Mechanical/Equipment
- Electrical
- Architectural
- Structural
- Instrumentation and Controls
- HVAC



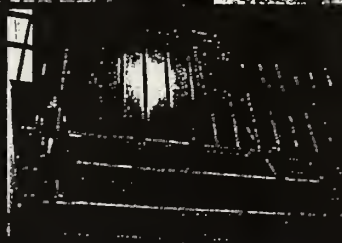
Health and Safety Evaluation



Chlorine Gas Cylinders



Underground Diesel Tank



Aerator Catwalk and Ladder

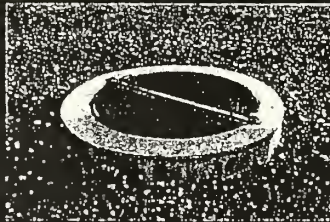
Security Evaluation



Clearwell Fencing



Security Gates

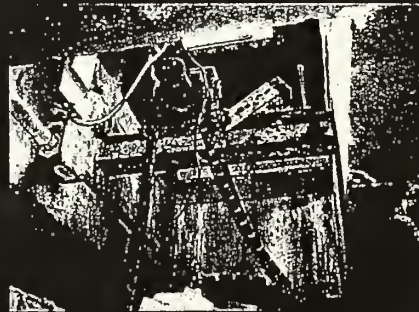


Sedimentation Basin Manholes

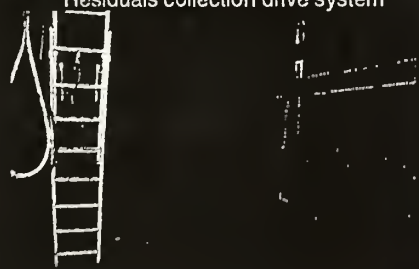
Mechanical/Equipment Evaluation



High Service Pump Station

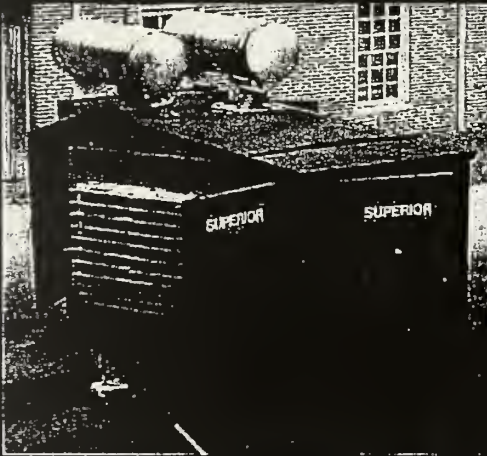


Residuals collection drive system

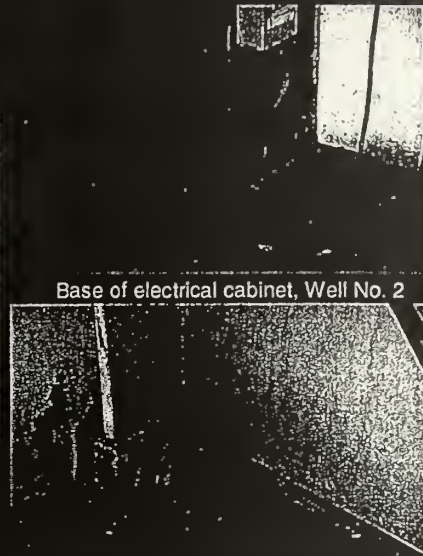


Flocculator Basin

Electrical Evaluation



Emergency Generator

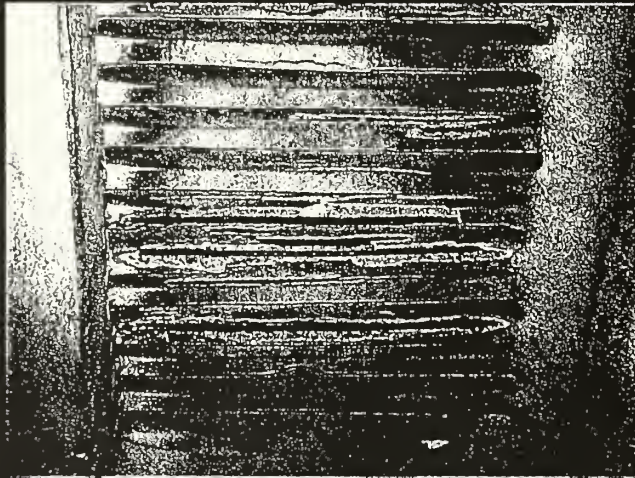


Electrical junction box on floor of pipe gallery

Architectural Evaluation

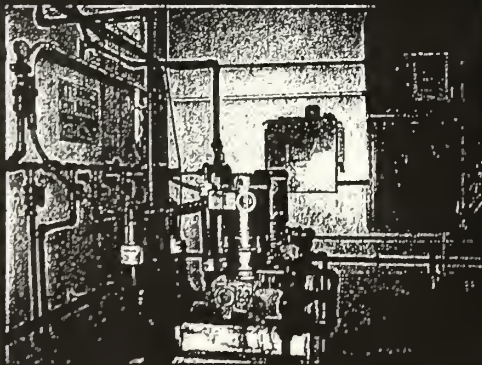


Structural Evaluation

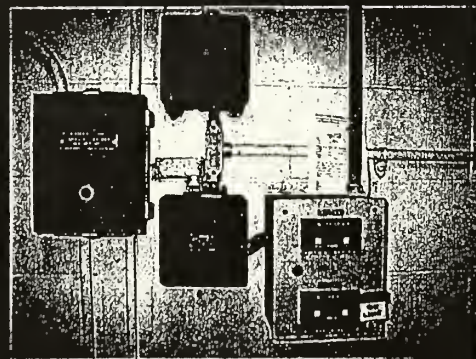


Cracked and corroded flocculator basin ceiling

Instrumentation and Controls Evaluation



Ferric chloride pumps and local controls



Ferric chloride day tank level readout and related electronics

HVAC Evaluation



Corroded unit heaters



Corroded air exchange unit in ferric chloride storage room

Facilities Evaluation Summary

- Replace all electrical equipment
- Replace most mechanical equipment, including high service pumps
- Rebuild flocculators and rapid mix basins
- Increase laboratory and office space
- Instrumentation and controls upgrade (SCADA)

Outline

■ Alternatives

Improvement Alternatives

Alternative A

- Rehabilitate existing treatment facilities
- \$ 13.8 million

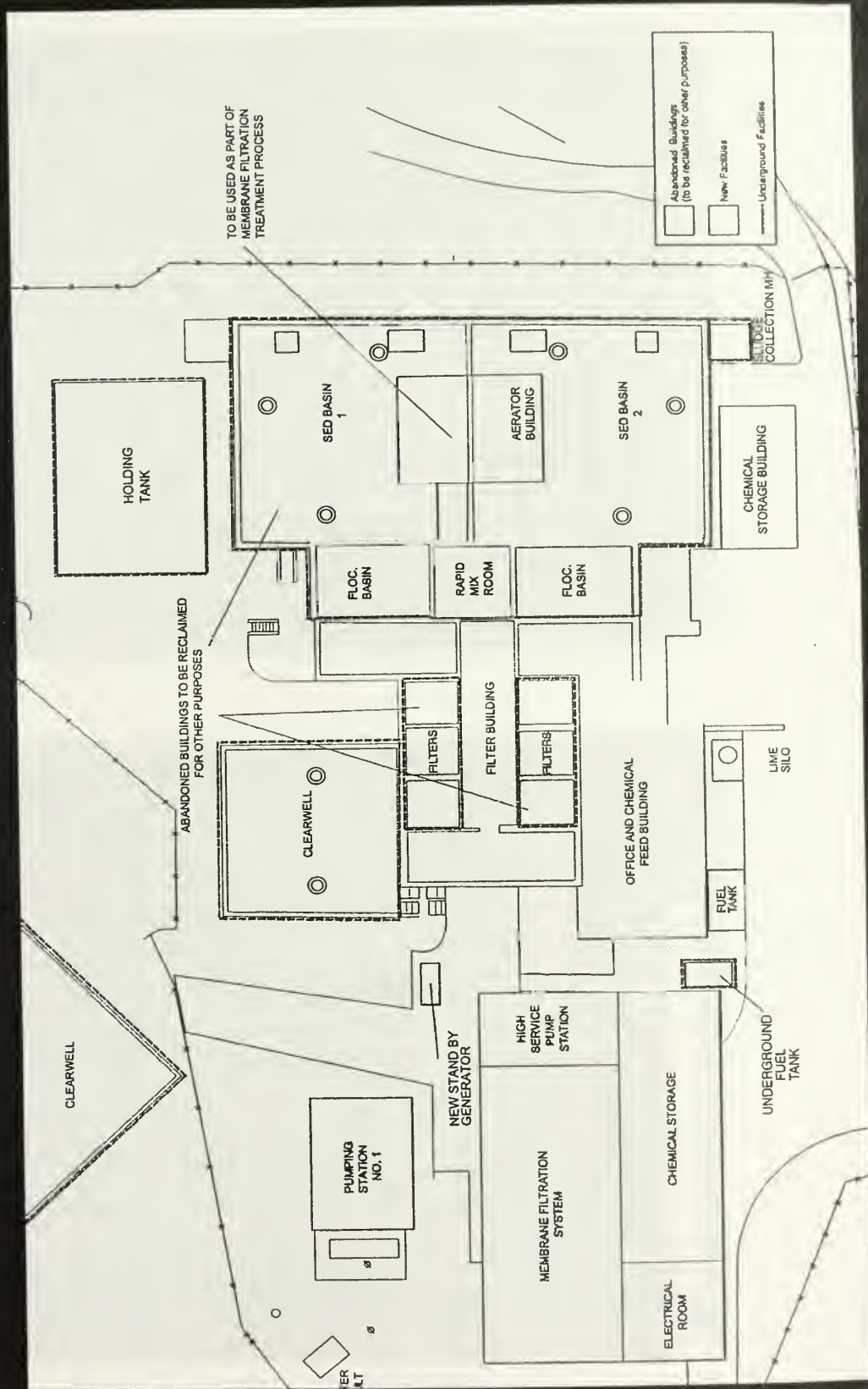
Alternative B

- Construct new conventional WTP
- \$ 22.8 million

Alternative C

- Construct membrane filtration system and rehabilitate existing treatment facilities
- \$ 14.3 million

Alternative C Construct Membrane Filtration System and Rehabilitate Existing Treatment Facilities



Alternative C Summary of Costs

Design and Bidding	\$1.5 million
Construction	\$11.4 million
Construction Services	\$1.4 million
TOTAL	\$14.3 million

Project Cost Contingencies

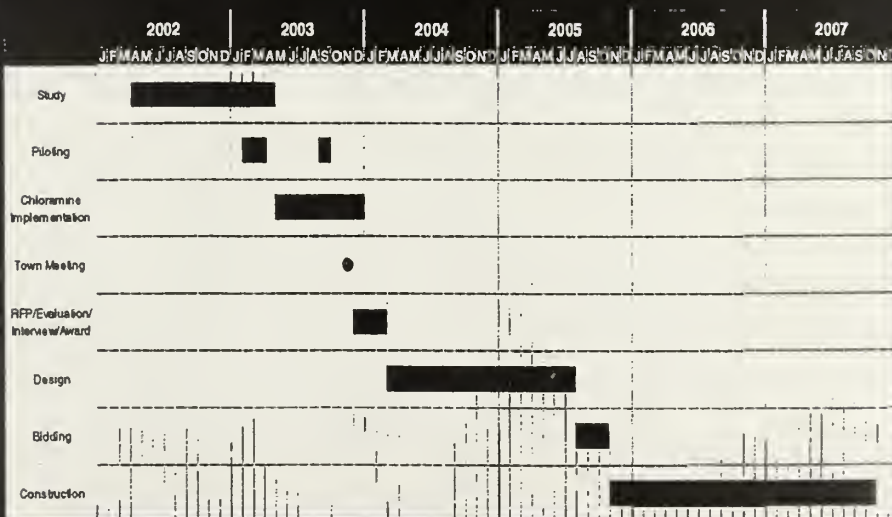
- Today's Dollars
- Contractor's Overhead and Profit
- City Cost Index Weight Average
- Construction Difficulty Factor
- Maintenance of Existing Plant and Facilities Operations
- Final Test and Start-up of Operations
- Escalation to Mid-Point Construction
- Any Unforeseen Changes in Final Design

Funding

■ SRF

■ Bonding

Project Schedule



Article 11

The request for authorization of funding under Article 11 is for the cost of design and bidding services for improvements to the Louanis WTP and related facilities in the amount of \$1.5 million.



Article 12

Application to MWRA Waterworks System

November 2003



Outline

- Project overview
- Status update on application process
- Update on water conservation program

Project Drivers

- 1999 Long Term Water Supply Study
- Vulnerability of Ipswich River as source of supply
- Impacts of withdrawals on the Ipswich basin



Project Description

- Current demand is 2.0 mgd (max day 3.0 mgd) from Ipswich basin wells
- Withdraw 1 mgd from Ipswich basin wells and purchase incremental demand from MWRA
- Purchase 1.2 mgd, May 1 – October 31
- Maximum annual volume: 219 million gallons

Alternatives Analysis

- Evaluated various streamflow thresholds as triggers for MWRA purchase
- Evaluated various “caps” for withdrawals from Ipswich River
- Proposed project based on several factors: impact on Ipswich River flows, operational constraints of existing treatment plant

Annual Volume of Water from MWRA

Year	1.0 mgd May - October
1995	184.9 mg
1996	167.8 mg
1997	212.4 mg
1998	206.9 mg
1999	233.6 mg
2000	186.2 mg
2001	215.1 mg
2002	197.3 mg
Average	200.5 mg

Existing Transfer System

- Existing emergency connection to MWRA
- Connection is in Woburn at Washington Street and Mishawum Road
- Served by MWRA 36-inch high pressure main to Reading's 24-inch main to 12-inch loop
- Valve replacement and installation of electrical and instrumentation equipment

Summary of Efforts to Date

- MEPA Filings: ENF, Draft EIR, Final EIR
- Planning Documents: 1999 Water Supply Study, Local Water Resources Management Plan, Water Conservation Plan
- Coordination with various entities: MEPA, DEP, WRC, MWRA, MWRA Advisory Board, IRWA, WSCAC
- Aggressive water conservation and I/I reduction programs

Compliance with MWRA Operating Policy

- Safe yield of MWRA system sufficient to meet new demand
- Accept extension of the MWRA's system by majority of Town meeting vote
- No negative impact on current communities
- Fair compensation for past investment in system
- Local Water Supply Management Plan
- Local supply **MUST** be maintained

Project Status

- Final EIR submitted on September 15
- MEPA Certificate received on November 4
- Vote at Town meeting on November 13, 2003
- WRC approval of Interbasin Transfer required
- Formal application to MWRA following WRC approval
- Anticipated water purchase in 2004

Next Steps

- Provide additional information to WRC
- Participate in public hearings for IBTA approval
- Formal application to MWRA
- Approval of MWRA Advisory Board and Board of Directors
- Approval of Legislature and Governor

Article 12

The request for authorization of funding under Article 12 is for the cost of membership to the MWRA Waterworks System in the amount of \$3.18 million.



Article 13

20" Water Main Replacement

November 2003



Project Location



Background

- Replacement of 2600' 20" Water Main
- 7 Breaks from 1979 to 2003
- 2 breaks related to ledge
- 5 breaks related to improper bedding and corrosion
- Coordination with School Department and athletic field use
- Project completion by April 1, 2004

Article 13

The request for authorization of funding under Article 13 is for the purpose of constructing a replacement 20" diameter water main in the Birchmeadow area in the amount of \$487,000.

COMMONWEALTH OF MASSACHUSETTS

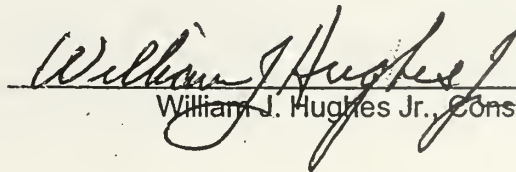
Middlesex, ss. Officer's Return, Reading:

By virtue of this Warrant, I, on October 2, 2003 notified and warned the inhabitants of the Town of Reading, qualified to vote on Town affairs, to meet at the place and at the time specified by posting attested copies of this Town Meeting Warrant in the following public places within the Town of Reading:

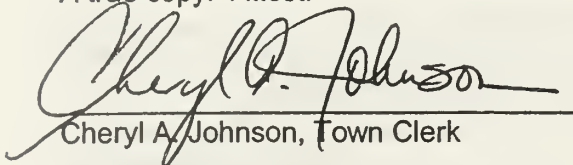
- Precinct 1 J. Warren Killam School, 333 Charles Street
- Precinct 2 Registry of Motor Vehicles, 275 Salem Street
- Precinct 3 Reading Police Station, 15 Union Street
- Precinct 4 Joshua Eaton School, 365 Summer Avenue
- Precinct 5 Town Hall, 16 Lowell Street
- Precinct 6 Alice M. Barrows School, 16 Edgemont Avenue
- Precinct 7 Reading Library, Local History Room, 64 Middlesex Avenue
- Precinct 8 Charles Mobil on the Run, 1330 Main Street

The date of posting being not less than fourteen (14) days prior to November 10, 2003, the date set for the Subsequent Town Meeting in this Warrant.

I also caused an attested copy of this Warrant to be published in the Reading Chronicle in the issue of October 15, 2003.


William J. Hughes Jr., Constable

A true copy. Attest:


Cheryl A. Johnson, Town Clerk

**SUBSEQUENT TOWN MEETING
(Seal)
COMMONWEALTH OF MASSACHUSETTS**

Middlesex, ss.

To any of the Constables of the Town of Reading, Greetings:

In the name of the Commonwealth of Massachusetts, you are hereby required to notify and warn the inhabitants of the Town of Reading, qualified to vote in elections and Town affairs, to meet at the Reading Memorial High School Auditorium, 62 Oakland Road in said Reading, on Monday, November 10, 2003, at seven-thirty o'clock in the evening, at which time and place the following articles are to be acted upon and determined exclusively by Town Meeting Members in accordance with the provisions of the Reading Home Rule Charter.

ARTICLE 1 To hear and act on the reports of the Board of Selectmen, Town Accountant, Treasurer-Collector, Board of Assessors, Director of Public Works, Town Clerk, Tree Warden, Board of Health, School Committee, Contributory Retirement Board, Library Trustees, Municipal Light Board, Finance Committee, Cemetery Trustees, Community Planning & Development Commission, Conservation Commission, Town Manager and any other Officer, Board or Special Committee.

Board of Selectmen

ARTICLE 2 To choose all other necessary Town Officers and Special Committees and determine what instructions shall be given Town Officers and Special Committees, and to see what sum the Town will raise by borrowing or transfer from available funds, or otherwise, and appropriate for the purpose of funding Town Officers and Special Committees to carry out the instructions given to them, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 3 To see if the Town will vote to amend the FY 2004 – FY 2013, Capital Improvements Program as provided for in Section 7-7 of the Reading Home Rule Charter and as previously amended, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 4 To see if the Town will vote to authorize the payment during Fiscal Year 2003 of bills remaining unpaid for previous fiscal years for goods and services actually rendered to the Town, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 5 To see if the Town will vote to amend one or more of the votes taken under Article 13 of the April 28, 2003 Annual Town Meeting relating to the Fiscal Year 2004 Municipal Budget, and see what sum the Town will raise by borrowing or transfer from available funds, or otherwise, and appropriate as the result of any such amended votes for the operation of the Town and its government, or take any other action with respect thereto.

Finance Committee

ARTICLE 6 To see what sum the Town will raise by borrowing, or from the tax levy, or transfer from available funds, or otherwise, and appropriate into the Stabilization Fund as authorized under Section 5B of Massachusetts General Laws Chapter 40, or take any other action with respect thereto.

Finance Committee

ARTICLE 7 To see what sum the Town will raise by borrowing, whether in anticipation of reimbursement from the State under Chapter 44, Section 6, Massachusetts General Laws, or pursuant to any other enabling authority or from the tax levy, or transfer from available funds, or otherwise, for highway projects in accordance with Chapter 90, Massachusetts General Laws, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 8 To see what sum the Town will raise by borrowing or transfer from available funds or otherwise and appropriate for the purpose of designing and constructing sidewalks, curbing, and related improvements on Franklin Street west of Main Street and on abutting streets as necessary for the purpose of providing pedestrian access to the new elementary school being constructed at the end of Sunset Rock Lane, provided that any appropriation subject to this Article shall be contingent upon the passage of a capital exclusion referendum question under Massachusetts General Laws Chapter 59, Section 21C within 90 days of the close of this Subsequent Town Meeting, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 9 To see if the Town will vote to appropriate the sum of Twenty Three Thousand Five Hundred Sixty Five Dollars and Sixty Seven Cents (\$23,565.67), which represents the balance remaining from the development of schematic designs of the Reading Memorial High School (Article 4, April 25, 2002) for the purpose of making extraordinary repairs and/or additions to the Reading Memorial High School and said sum to be expended under the direction of the School Committee, or take any other action with respect thereto.

School Committee

ARTICLE 10 To see what sum the Town will vote to raise by borrowing under Chapter 44, Sections 7 (3) and 7 (3A) or Chapter 70B of the General Laws of the Commonwealth of Massachusetts, or pursuant to any other enabling authority and appropriate for the purpose of constructing an addition, remodeling, reconstructing and making extraordinary repairs to the Alice M. Barrows School on Edgemont Avenue, including the costs of original furnishings and equipment, landscaping, paving, and other

site improvements, engineering and architectural fees, plans, and specifications, inspections fees, relocation costs, contingencies, and related expenses incidental thereto and necessary in connection therewith, said sum to be expended by and under the direction of the School Committee as an addition to, and in conjunction with, the sum authorized by vote under Article 5 of the Warrant for the Special Town Meeting of December 7, 1998, and Article 12 of the Warrant for the Annual Town Meeting of April 24, 2000; and that the Town vote to authorize the School Committee to file applications for a grant or grants to be used to defray all or any part of the cost of said school renovations and addition and related matters; and that the Town vote to authorize the School Committee to enter into all contracts and agreements as may be necessary to carry out the purposes of this Article. Further, to see what authorized but unissued amount the Town will vote to rescind from the authorization for the new elementary school approved on November 15, 1999 under Article 14 in the amount of \$9,100,000, or take any other action with respect thereto.

School Committee

ARTICLE 11 To see what sum the Town will raise by borrowing, or transfer from available funds, or otherwise, and appropriate for the purpose of making improvements to the Louanis Water Treatment Plant and related facilities by construction of a new facility and/or renovation of the existing facility, including the costs of engineering services, plans, documents, cost estimates, bidding services and all related expenses incidental thereto and necessary in connection therewith, said sum to be expended by and under the direction of the Town Manager; and to see if the Town will authorize the Board of Selectmen, the Town Manager, or any other agency of the Town, to apply for a grant or grants, to be used to defray the cost of all, or any part of, said water system improvements; and to authorize the Town Manager to enter into any and all contracts and agreements as may be necessary to carry out the purposes of this Article, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 12 To see if the Town will vote to apply for admission to the Massachusetts Water Resources Authority Water System to receive from Massachusetts Water Resources Authority a supply of a supplemental public water supply in accordance with Chapter 372 of the Acts of 1984 of the Commonwealth; and to see what sum the Town will raise by borrowing, or transfer from available funds, or otherwise, and appropriate for the payment of entrance fees, costs of connection and other expenses for the same; and to see if the Town will vote to authorize the Board of Selectmen, acting as Water Commissioners, to take such actions necessary or required to apply for admission to and to receive a supplemental public water supply from the Massachusetts Water Resources Authority Water System, including, without limitation, filing legislation, payment of applicable fees and charges, and entering into an agreement with the Massachusetts Water Resources Authority as may be required or necessary to receive a supply of water at prevailing rates charged by the Massachusetts Water Resources Authority to communities in its water supply system, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 13 To see what sum the Town will raise by borrowing, or transfer from available funds, or otherwise, and appropriate for the purpose of constructing a replacement 20 inch diameter water main extending approximately from Bancroft Avenue at the intersection of Hartshorn Street, northerly to approximately the intersection of Forest Street and Colburn Road, including the cost of engineering services, plans, documents, cost estimates, bidding services and all related expenses incidental thereto and necessary in connection therewith, said sum to be expended by and under the direction of the Town Manager; and to see if the Town will authorize the Board of Selectmen, the Town Manager, or any other agency of the Town, to apply for a grant or grants, to be used to defray the cost of all, or any part of, said water system improvements; and to authorize the Town Manager to enter into any and all contracts and agreements as may be necessary to carry out the purposes of this Article, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 14 To see if the Town will vote to amend the Reading Home Rule Charter by adding a new Section 8-17 as follows:

"All members of multiple member bodies, whether elected or appointed, and all individuals appointed to unpaid positions by the Board of Selectmen, shall be residents of the Town and shall only be qualified to serve as such for the period in which they reside in the Town. Any such member and/or individual who no longer resides in the Town shall be deemed to have vacated his/her position. Any member of a multiple member body and any individual appointed to an unpaid position by the Board of Selectmen who intends to change his/her residency to outside the Town shall immediately notify the Town Clerk in writing of such change."

or take any other action with respect thereto.

Board of Selectmen

ARTICLE 15 To see if the Town will vote to amend Section 4.6 of the Reading General Bylaws by changing "Five Hundred Dollars (\$500)" in the first sentence to "Five Thousand Dollars (\$5,000)" so that the first sentence of Section 4.6.1 reads as follows:

"Whenever an item or collection of items of tangible personal property with an estimated net value of **Five Thousand Dollars (\$5,000)** within the control of an official body, but excluding the Municipal Light Board, shall be determined by that official body to be surplus, obsolete, salvage, or beyond repair, it may be disposed of by sale, trade, or otherwise, by the Town Manager with the approval of the Finance Committee."

or take any other action with respect thereto.

Board of Selectmen

ARTICLE 16 To see if the Town will vote to amend Section 5.5.4.2 of the Reading General Bylaws by deleting from that paragraph the following words: "other than specifically designated areas. The Town Manager, the Superintendent of Schools, and the General Manager of the Municipal Light Department shall designate areas in which smoking shall be allowed and shall post an appropriate number of signs indicating those areas in which smoking is prohibited" so that Section 5.5.4.2 reads as follows in its entirety:

"5.5.4.2 No person shall smoke or have in his possession any lighted cigar, cigarette, or other tobacco product in any building or room owned or occupied by the Town."

or take any other action with respect thereto.

Board of Health

ARTICLE 17 To see whether the Town will vote, pursuant to Section 116 (a)(1) of Chapter 46 of the Acts of 2003, to designate the employees of the Reading Municipal Light Department for eligibility for an early retirement incentive program established pursuant to said statute, or take any other action with respect thereto.

Reading Municipal Light Board

ARTICLE 18 To see if the Town will vote to amend Section 6.3.11 Nonconforming Buildings; subsection 6.3.11.1 One Family, Two Family Dwellings by adding subsection (a) as follows:

- (a) The site coverage of the dwelling within the minimum setback may be increased to the extent that the line of extension is either parallel to or divergent from the lot line. In no case may an extension create a new nonconformance.

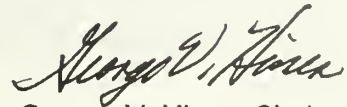
or take any other action with respect thereto.

Community Planning and Development Commission

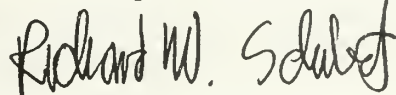
and you are directed to serve this Warrant by posting an attested copy thereof in at least one (1) public place in each precinct of the Town not less than fourteen (14) days prior to November 10, 2003, the date set for the meeting in said Warrant, and to publish this Warrant in a newspaper published in the Town, or by mailing an attested copy of said Warrant to each Town Meeting Member at least fourteen (14) days prior to the time of holding said meeting.

Hereof fail not and make due return of this Warrant with your doings thereon to the Town Clerk at or before the time appointed for said meeting.

Given under our hands this 23rd day of September, 2003.



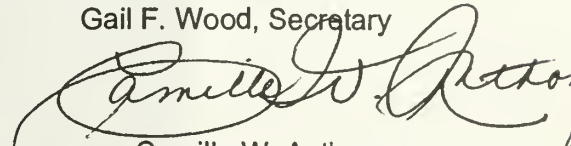
George V. Hines, Chairman



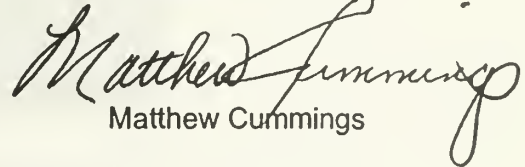
Richard W. Schubert, Vice Chairman



Gail F. Wood, Secretary

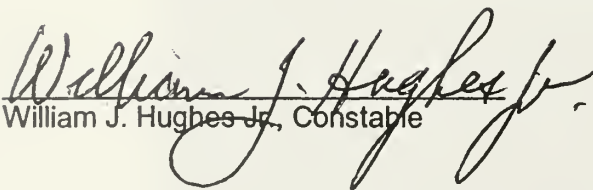


Camille W. Anthony



Matthew Cummings

SELECTMEN OF READING


William J. Hughes Jr., Constable

SUBSEQUENT TOWN MEETING

Reading Memorial High School

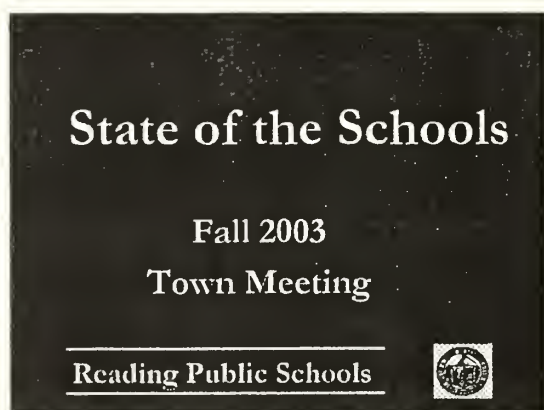
November 10, 2003

The meeting was called to order by the Moderator, Alan E. Foulds, at 7:39 p.m., there being a quorum present.

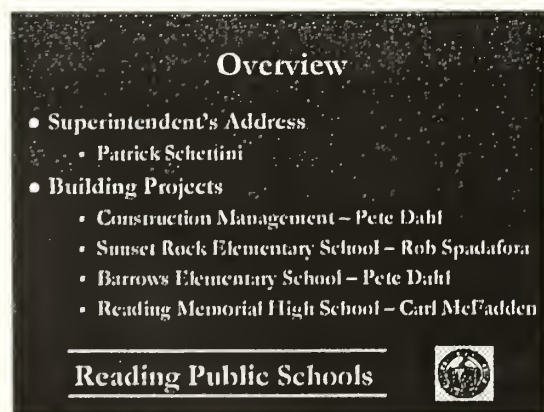
The Invocation was given by Thomas J. Ryan, Precinct 1, followed by the Pledge of Allegiance to the Flag. The Warrant was partially read by the Town Clerk, Cheryl A. Johnson, when on motion by George V. Hines, Chairman of the Board of Selectmen, it was voted to dispense with further reading of the Warrant except for the Officer's Return, which was read by the Town Clerk.

ARTICLE 1 – The following State of the Schools report and Superintendent's address was given by Pete Dahl and Dr. Schettini:

Slide 1




Slide 2



Slide 3


Superintendent's Address

Reading Public Schools


Slide 4

Academics


- 88% of the Class of 2003 attending college
- Acceptances to many fine colleges and universities
- AP and SAT scores continue to be very high
- 2003 MCAS remain strong
 - 100% of the RMHS graduating class of 2003 passed
 - 20th in the Commonwealth according to the ranking in the Boston Globe

Reading Public Schools


Slide 5

Curriculum and Instruction

- **Elementary**
 - Literacy
 - Open-ended Questions
 - Problem Solving
- **Middle School**
 - Writing
 - Science
- **High School**
 - NEASC Accreditation Self-Study

Reading Public Schools


Slide 6

Accomplishments

- Middle School Science Olympiad
- Spotlight School Award - New England League of Middle Schools
- National History Day
- Sportsmanship Awards
- National Latin Exam
- Drama
- Band
- Grants
- Teacher Recognition


Reading Public Schools



Slide 7

Construction Management

Reading Public Schools




Slide 8

Construction Management

- Originally planned to manage RMHS renovation
- Due to timing of elementary school projects expanded to include all three projects totaling \$70M
- School Committee received 11 proposals
- School Committee interviewed 4 companies

Reading Public Schools




Slide 9

AI3

- Chosen based on their reputation for completing quality projects
- Other similar projects: Whitman-Hanson Regional High School, Hull Memorial High School, and Lynnfield schools
- Within short period we have seen a return on our Town's investment


Reading Public Schools



Slide 10


**Sunset Rock
Elementary School**

Reading Public Schools




Slide 11

Sunset Rock



Reading Public Schools




Slide 12

Update

- With support of Town Meeting and Voters, we have broken ground and started construction!
- Thank you.

Reading Public Schools




Slide 13

Financials


- Bids came in favorably
- Total Project Cost: \$11.3M (includes the \$2.5M supported by Town Meeting and the Voters)
- May request possible transfer of excess funds to Barrows

Reading Public Schools




Slide 14

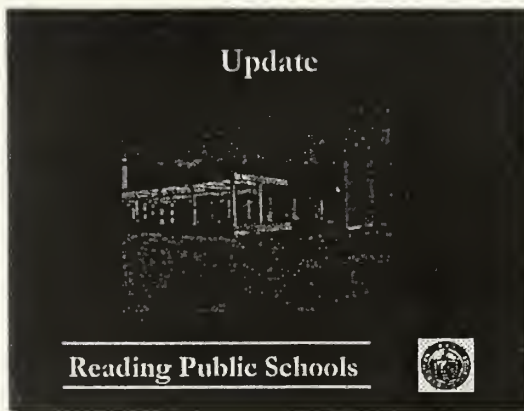
Site Plan



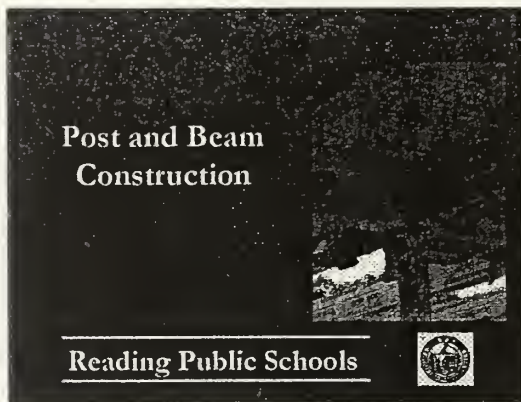
Reading Public Schools



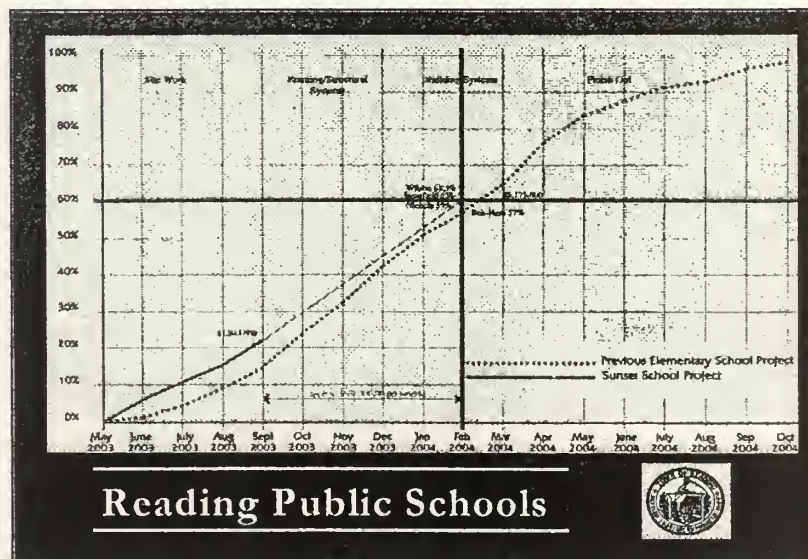
Slide 15



Slide 16



Slide 17



Slide 18

Next Steps

- Critical Date: February 2004 - 60% complete
- Opening: September 2004
- Naming of the school, stay tuned...


Reading Public Schools



Slide 19


**Barrows
Elementary School**

Reading Public Schools




Slide 20

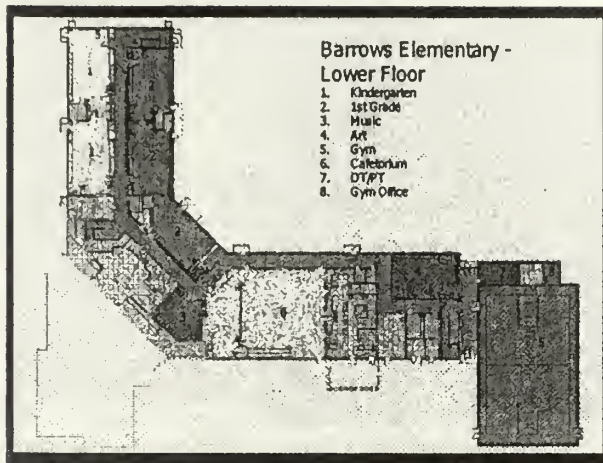
Entry



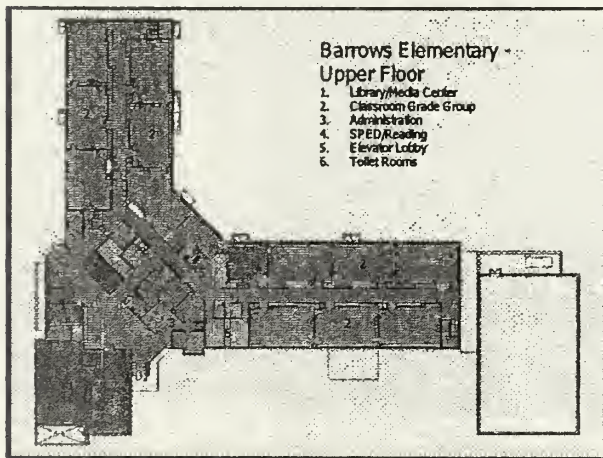
Reading Public Schools



Slide 21



Slide 22




Slide 23

Update

- Project cost: \$7.1M
- Estimation to be forthcoming
- Bids to go out this Winter
- Construction to commence: June 2004
- Completion date: September 2005

Reading Public Schools




Slide 24

Relocation of Students

- Move all students and staff to the new school at Sunset Rock September 2004
- Allows construction project to proceed safely and cost effectively


Reading Public Schools



Slide 25


Reading Memorial High School

Reading Public Schools



Slide 26


Entry Way



Reading High School

Design by [illegible]

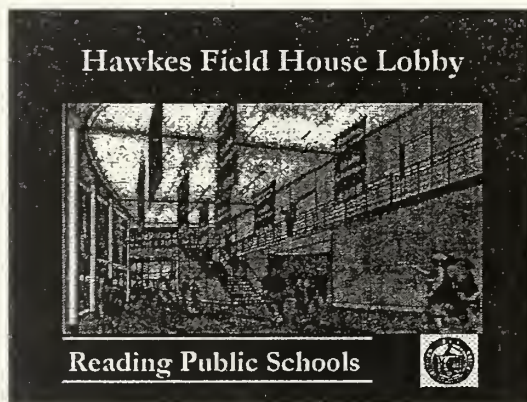
Reading Public Schools



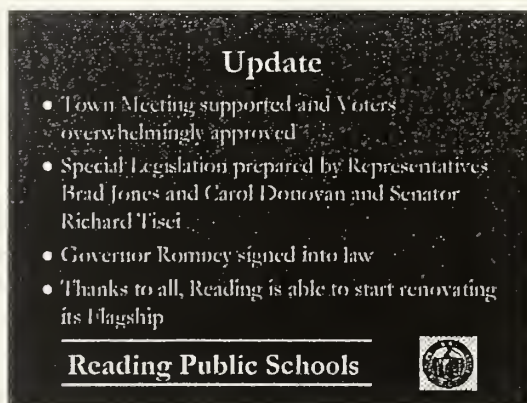
Slide 27



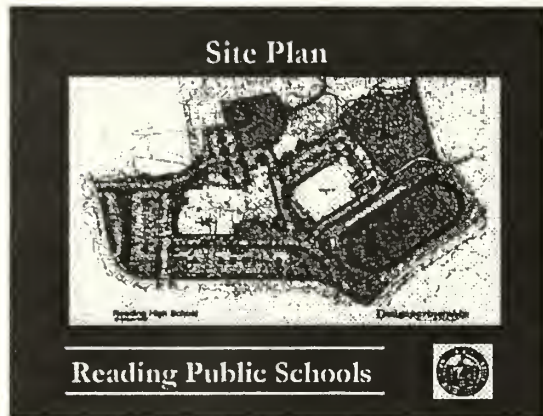
Slide 28



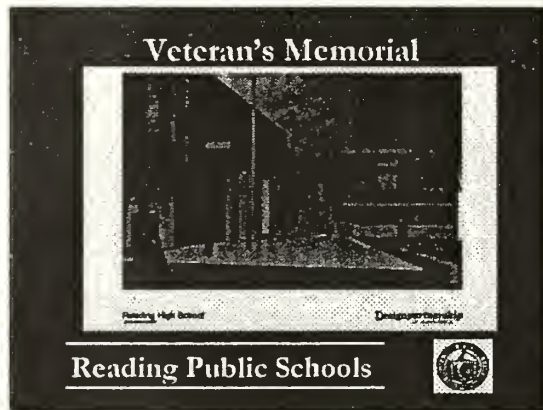
Slide 29



Slide 30



Slide 31



Slide 32

Project Cost

- Architect's Estimation: \$54.4M
- Early notification from SBA qualifies project for ~\$2M more than initial reimbursable amount
- Estimate does not include the second synthetic field
- Hope that bids come in favorably to also include second gym

Reading Public Schools

Slide 33

Next Steps

- Preparation of Construction Documents
- Go out to Bid: February 2001
- Start Construction: June 2001
- Construction Completion Date: September 2006
- This 3 phase project affords the students the least disruption to their school day

Reading Public Schools



ARTICLE 1 – The following State of the Light Department Report was given by Vinnie Cameron:

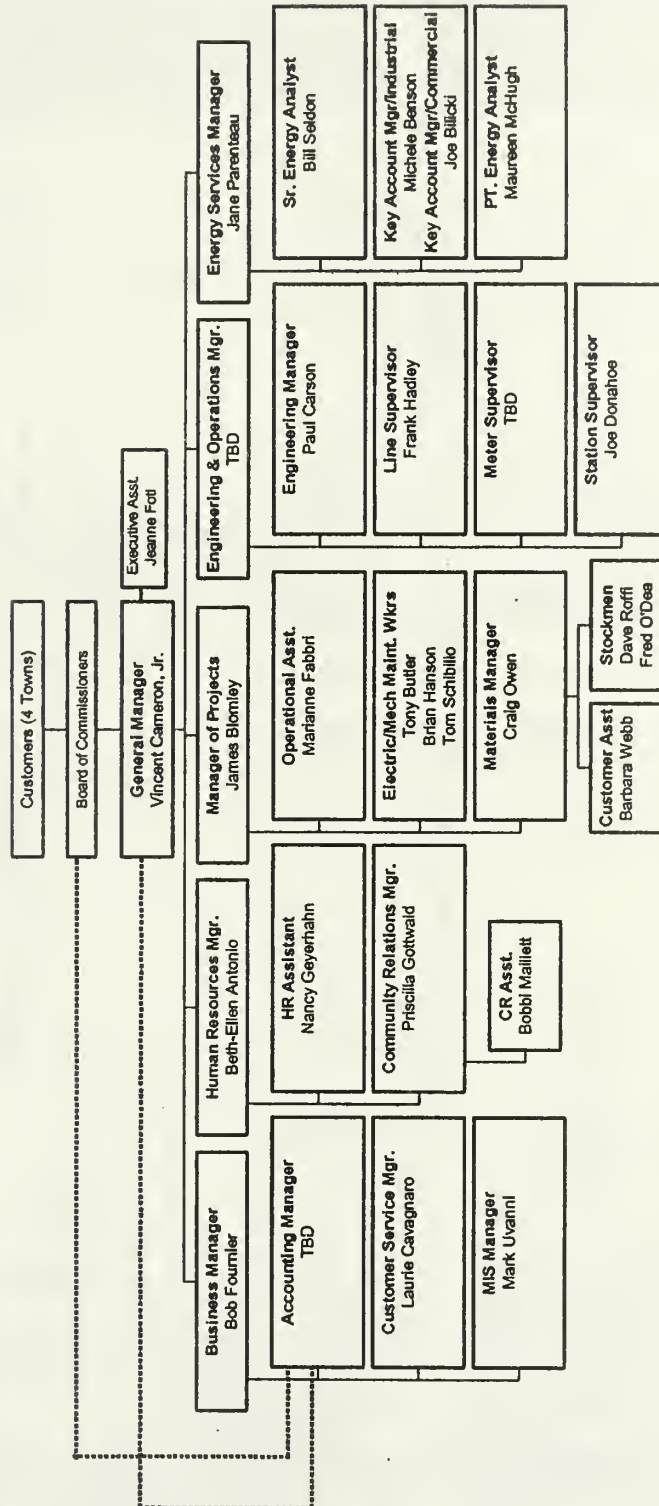
Reading Municipal Light Department 2003 Performance

- In 2003, the RMLD will return over \$2 million to the Town of Reading in the form of the annual town payment and voluntary payments.
- Since 1980 the RMLD has returned over \$31 million to the Town of Reading.
- In June 2003, the RMLD restructured its electric rates that resulted in the elimination of the seasonal rates, which decreased the base rates approximately 6%.
- The RMLD is refunding \$3 million to its customers during November 2003.
- The RMLD is also refunding an estimated \$3.7 million through the Purchased Power Adjustment during 2003.
- Over the last two years the RMLD has refunded \$13.3 million to its customers in the form of the Purchased Power Adjustment (\$7.3 million) and one time refunds (\$6 million).

- The pro forma income statement for 2003 shows that the net income will be \$5.1 million, which will result in an estimated under recovery of \$250,000.
- The Town Accountant, an RMLD Board Member, and the RMLD's Accountant have been meeting quarterly to discuss the RMLD financial issues.
- The RMLD made a presentation of its 2003 Operating and Capital Budgets to the Town of Reading Finance Committee.
- The RMLD's new computer system has five components live (General Ledger, Payroll, Purchasing, Payables, and Inventory). The billing system is being tested in November and the entire system should be live during the first quarter of 2004.
- The RMLD will have the results of the Cost of Service Study in December. The RMLD has requested that a "School Rate" be calculated as part of this study.
- The RMLD Board and the Citizen's Advisory Board are reviewing the level of the Rate Stabilization Fund.
- The RMLD's reliability remains consistently high at over 99.99% annually.
- The RMLD does not foresee the need for a rate increase or additional bonding through 2009.
- The RMLD is planning on changing its fiscal year to coincide with the Town of Reading. This change could occur in 2004 based on the full implementation of the new computer system.

The RMLD re-organized during 2003, without creating additional positions as compared to the 2001 organizational.

RMLD 11/3/03



2004 CAPITAL PROJECT COST SUMMARY				11/12/03 12:00 PM
#	DESCRIPTION	DRAFT 1 CAPITAL BUDGET	ADJUSTMENTS TO DRAFT 1	DRAFT 2 CAPITAL BUDGET
1	Fiber Optics	\$69,054	(\$21,712)	\$47,342
3A	13Kv Extension - Lynnfield Center	\$470,125		\$470,125
4A	Capacitors at Station 4	\$106,223		\$106,223
4B	Feeder 1J12 Elimination - Reading	\$276,431		\$276,431
4C	Stepdown installations for 1J13 & 1J14 Conversions	\$43,983		\$43,983
4D	Feeder 4W16 Reconstruction and Extension R.	\$315,562		\$315,562
5A	Feeder 4W23 Express Reconstruction	\$133,069		\$133,069
5B	Feeder 4W13 Ext. via AGFA to 4W12 Tie, W	\$118,352		\$118,352
5C	Fordham Rd. Feeder Tie to 3W13 on Park Street (from 2003)	\$57,083		\$57,083
6A	Feeder 3W14 Extension Park St. N.R. (from 2003)	\$160,927		\$160,927
6B	Switchgear Installations NR (from 2003)	\$117,784		\$117,784
6C	Current Limiting Fuse Installations	\$46,842	\$10,450	\$57,292
	Subtotal Line Crew Projects	\$1,915,435	(\$11,262)	\$1,904,173
8	SCADA Upgrades	\$268,132		\$268,132
10	GIS System	\$135,000		\$135,000
12	Transformers and Capacitors Purchases	\$370,000		\$370,000
14	CIBFMS Computer Project	\$423,600		\$423,600
17A	Miscellaneous General Plant Purchases	\$9,500		\$9,500
17B	Reel Trailers and Forklift Rental	\$43,800		\$43,800
17C	Upgrade Communication System	\$133,100		\$133,100
18	Meter Purchases	\$91,660		\$91,660
19A	Hardware Upgrades	\$39,428		\$39,428
19B	Software Licensing	\$23,913		\$23,913
19C	RMLD Web Site	\$27,580		\$27,580
	Subtotal Other Projects	\$1,565,713		\$1,565,713
25	Routine Construction			
A	Capital Construction (Contractor)	\$174,950		\$174,950
B	Service Installations	\$190,500	\$1,724	\$192,224
C	Street Light Installation	\$39,440	\$276	\$39,716
D	Transformer Installations and CSP changeouts	\$87,350		\$87,350
E	Engineering Labor	\$58,000		\$58,000
F	General Line Foreman Labor	\$63,695		\$63,695
G	Underground Contractor	\$128,392		\$128,392
H	Police	\$46,800		\$46,800
I	Overtime	\$296,367		\$296,367
	Subtotal Routine Construction	\$1,085,494	\$2,000	\$1,087,493
	GRAND TOTAL	\$4,566,642	(\$8,262)	\$4,558,380
26	Force Accounts	\$405,449		\$405,449

OPERATING REVENUE:	JAN	FEB	MAR
SALES OF ELEC - BASE	2,904,091	3,021,481	2,631,926
SALES OF ELEC - FUEL	2,333,070	2,368,988	2,488,842
TOTAL OPERATING REVENUE	<u>5,237,161</u>	<u>5,390,469</u>	<u>5,120,768</u>
OPERATING EXPENSES:			
PURCHASED POWER - BASE	1,403,847	1,412,532	1,482,393
OPERATION EXPENSE	700,732	644,582	767,918
MAINTENANCE EXPENSE	279,345	278,095	309,402
DEPRECIATION EXPENSE	145,833	145,833	145,833
SUB-TOTAL	<u>2,529,756</u>	<u>2,481,041</u>	<u>2,705,546</u>
PURCHASED POWER - FUEL	2,333,070	2,368,988	2,488,842
TOTAL OPERATING EXPENSES	<u>4,862,826</u>	<u>4,850,029</u>	<u>5,194,388</u>
TOTAL OPERATING INCOME	<u>374,335</u>	<u>540,440</u>	<u>(73,620)</u>
OTHER INCOME:			
MDSE AND JOBBING	7,000	7,000	7,000
INTEREST INCOME	35,400	35,400	35,400
FORFEITED DISCOUNTS	50,822	52,876	46,059
NON-RMLD STREET LIGHTS	11,253	11,253	11,253
TOTAL OTHER INCOME	<u>104,475</u>	<u>106,529</u>	<u>99,712</u>
MISCELLANEOUS INCOME DEDUCTIONS:			
CUSTOMER DEPOSIT INTEREST EXP	3,750	3,750	3,750
BOND INTEREST EXP	15,595	15,595	15,595
AMORTIZATION OF DEBT EXP	440	440	440
NON-RMLD STREET LIGHTS EXP	20,514	20,514	24,295
TOWN PAYMENTS	86,667	86,667	86,667
TOTAL MISCELLANEOUS DEDUCTIONS	<u>126,966</u>	<u>126,966</u>	<u>130,747</u>
NET INCOME	<u>351,843</u>	<u>520,002</u>	<u>(104,655)</u>

READING MUNICIPAL LIGHT DEPARTMENT

2004 BUDGET SUMMARY

APR	MAY	JUN	JUL	AUG	SEP
2,677,551	2,674,292	2,980,199	3,511,892	3,684,842	3,480,399
2,183,795	1,991,162	2,420,574	2,672,142	2,723,923	2,341,042
4,861,346	4,665,454	5,400,773	6,184,034	6,408,765	5,821,441
1,349,229	1,410,769	1,388,708	1,432,519	1,433,690	1,449,395
653,982	628,182	755,858	689,042	637,782	718,893
274,345	274,995	318,522	279,445	269,245	291,562
145,833	145,833	145,833	145,833	145,833	145,833
2,423,388	2,459,778	2,608,921	2,546,838	2,486,549	2,605,683
2,183,795	1,991,162	2,420,574	2,672,142	2,723,923	2,341,042
4,607,183	4,450,940	5,029,495	5,218,980	5,210,472	4,946,725
254,163	214,514	371,278	965,054	1,198,293	874,716
7,000	7,000	7,000	7,000	7,000	7,000
35,400	35,400	35,400	35,400	35,400	35,400
46,857	46,800	52,153	61,458	64,485	60,907
11,253	11,253	11,253	11,253	11,253	11,253
100,510	100,453	105,806	115,111	118,138	114,560
3,750	3,750	3,750	3,750	3,750	3,750
15,595	15,595	15,595	15,595	15,595	15,595
440	440	440	440	440	440
20,514	20,514	28,085	20,514	20,514	24,295
86,667	86,667	86,667	86,667	86,667	86,667
126,966	126,966	134,537	126,966	126,966	130,747
227,706	188,000	342,547	953,198	1,189,464	858,529

TRANSFER TO RATE STAB TO MEET 8% RETURN
 LESS: INVESTMENT FROM INTEREST INCOME

LESS: BOND PAYMENT PRINCIPAL

NET INCOME SUBJECT TO 8% RATE OF RETURN

DRAFT 1 9/18/03

OCT	NOV	DEC	TOTAL
2,881,839	2,934,750	3,133,880	36,517,142
2,187,052	2,176,359	2,404,887	28,291,836
<u>5,068,891</u>	<u>5,111,109</u>	<u>5,538,767</u>	<u>64,808,978</u>

1,441,736	1,451,800	1,445,686	17,102,304
656,382	647,782	761,743	8,262,877
273,245	271,095	370,502	3,489,794
145,833	145,833	145,837	1,750,000
<u>2,517,195</u>	<u>2,516,509</u>	<u>2,723,768</u>	<u>30,604,975</u>

2,187,052	2,176,359	2,404,887	28,291,836
<u>4,704,247</u>	<u>4,692,868</u>	<u>5,128,655</u>	<u>58,896,811</u>

<u>364,644</u>	<u>418,241</u>	<u>410,112</u>	<u>5,912,167</u>
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7,000	7,000	7,000	84,000
35,400	35,400	35,600	425,000
50,432	51,358	54,843	639,050
11,253	0	0	112,530
<u>104,085</u>	<u>93,758</u>	<u>97,443</u>	<u>1,260,580</u>

3,750	3,750	3,750	45,000
15,595	15,595	15,595	187,140
440	440	455	5,295
20,514	20,514	29,195	269,984
86,667	86,667	86,663	1,040,000
<u>126,966</u>	<u>126,966</u>	<u>135,658</u>	<u>1,547,419</u>

<u>341,763</u>	<u>385,032</u>	<u>371,897</u>	<u>5,625,328</u>
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(278,034)

(425,000)

(846,000)

4,076,294

ARTICLE 1 – James B. Francis, Finance Committee gave the following Status of the Town Report:

Mr. Moderator, town meeting members, Reading residents:

As we are well aware, the world is not the same place it was in the 1990's, economically or otherwise. In just the last three years, we have witnessed the tech bust, the events of September 11, the collapse of giants like Enron and WorldCom, and the subsequent slowdown in our nation's economy. Our State has experienced a similar economic slowdown, and our leadership at the State level has told us repeatedly not to expect significant increases in state aid in the near term.

Here in Reading, we are feeling the same economic pain; schools need to be built, renovated, operated, and maintained. A new and ever-present threat of terrorism requires that our department of public safety be expanded and trained to protect us. Rising health care costs and an under-funded pension liability are obligations to our town employees that cannot be ignored. The list of sobering budgetary realities goes on and on.

While there has always been healthy debate on the subject of expenses, the major boards of the Town believe whole-heartedly that our residents' tax dollars are spent efficiently. Expenses have been cut to the point where further cuts would compromise our quality of life. Residents gave their seal of approval by passing two debt exclusions and an operating override over the last year. These necessary measures will sustain us for the near term, but the future is still uncertain.

It has become evident, therefore, that we now need to spend more time looking at the long term. Reading's potential for managing its finances is unlimited, when one is given a clean slate with which to work.

Slide 1. During the summer of 2003, still awash with vacations and baseball optimism, the Finance Committee held a series of meetings with just one item on the agenda – long range fiscal planning. Representatives attended the meetings from the School Committee, Board of Selectman, and the Reading Public Library, along with some Reading residents. These brainstorming sessions had two basic rules: 1) keep the discussion positive and 2) all ideas would be given consideration. It was critical that these meetings were open to all suggestions for revenue enhancement and expense management and that nothing was to be left "off the table".

Slide 2. The major themes of the brainstorming sessions included investment, resource utilization, and long range planning. Some of the ideas floated were the need for a better-managed system for Town volunteers, a closer look at the value of the Reading Municipal Light Department, the sale of naming rights on Town-owned structures, and a commitment to investment in technology. Each topic of discussion was so broad and deep that we have barely scratched the surface. As just one of several participants, I consider this the beginning of an ongoing process that will require a commitment from not only the major boards and Town departments, but the residents of Reading as well. In fact, one of the action items of the brainstorming sessions is to circulate the Reading Taxpayer Survey.

Slides 3 & 4. Under the topic of resource utilization, FinCom and the other boards put our heads together to determine if there are any areas of Town that could be identified as potential sources of new revenue. These included naming rights for town facilities, exploring uses for the hospital trust fund, an updated valuation of the RMLD, the sale of timber rights in the Town Forest, and the sale of town services to other communities.

Slides 5 – 8. The next slides detail 5-year forecasts of revenues and expenses for the Town of Reading as prepared by the Town Manager. The first slides show a projection of revenues that assumes new growth in the tax levy of \$155,000 per year, plus new growth from the current major real estate projects. The forecast also includes revenue from the previously approved debt exclusions for school projects. Peter used an assumption of a decrease in base state aid, but recognition of SBA reimbursement beginning in 2008 for the new school and 2009 for Barrows. There is also an assumption of a 2% annual increase in earnings distribution from the RMLD. For this analysis, free cash is held to around 4% in all years through 2009.

On the expense side, increases in salaries, both on the Town and school side, reflect historical levels. This projection also assumes a 10% annual increase in healthcare costs, as well as increases in contributory retirement and workers compensation.

Looking at the bottom line, you can understand why the major boards in Town decided to brainstorm in the first place. While we can we are in a positive position in 2004, the projections turn increasingly negative looking ahead to the next five years. In fact, the forecast shows a deficit of over \$8 million in 2009.

Members of Town Meeting, this forecast is not an exaggeration, and will be a reality even with our current level of expense cutting, debt exclusions, and the operating override.

Article six on the warrant, the establishment of a stabilization fund, takes a step toward the prevention of the deficits projected in the analysis. Not only would it set aside funds as a hedge for volatility in state aid, it is looked upon favorably by bond ratings agencies.

Slide 9-11. The brainstorming process resulted in one additional idea that will require the participation of the Town of Reading. The Town Taxpayer Survey, a simple 5-part questionnaire, will be sent to households in Reading at the beginning of 2004. The purpose of the questionnaire is to take the pulse of the community with regard to issues such as resource utilization, volunteerism and expense allocation. The final question on the survey is a query for new ideas, because we know there are new ideas out there. There will be more information on this to come, but please take the time to answer the survey when it arrives.

Slide 12. Finally, I want to thank all who participated in the meetings that were held this summer and for the work that is ongoing. While we have had some lively discussions that have produced interesting ideas, that was the easy part of the process. What remains is to determine which ideas are viable, then put together a plan to implement them. Implementation will require participation from Town departments, boards, and residents. A good start would be to look for your Reading Taxpayer Survey, answer the 5 questions and send it back. There is no limit to what we can do when we put our heads together.

Reading Finance Committee

Summer 2003 Brainstorming Meetings

Reading Finance Committee

2003 Summer Brainstorming Meetings
Introduction

- Met throughout the summer of 2003
- Participation from SC, BOS, Library, and the Town
- Goal was long-range fiscal planning
- Looked for enhancements in both revenue and expenses
- Two rules for these meetings:
 - Keep the discussions positive
 - No idea would be left "off the table"

Reading Finance Committee

2003 Summer Brainstorming Meetings
Major Areas of Discussion

- Recent Trends in Town Revenues and Expenses
- Resource Utilization
 - Areas of Investment & Revenue Enhancement
- Long-range Fiscal Planning
- Reading Taxpayer Survey

Reading Finance Committee

2003 Summer Brainstorming Meetings
Resource Utilization

- Mission: To evaluate opportunities to generate additional revenue and better manage expenses through more effective utilization of town resources.
- Areas of Town Finances Evaluated
 - Facilities
 - Naming Rights to High School
 - College Partnerships
 - Cross Functional Purposes, i.e. a health clinic at the high school
 - The Hospital Trust Fund
 - Possible financial resource for health related projects

Reading Finance Committee

2003 Summer Brainstorming Meetings
Resource Utilization - Continued

- Reading Municipal Light Department
 - Rationalize ownership
 - Evaluate financial aspects including payments to/from, in-kind transactions, and cash position
 - Consider retaining an industry consultant
- Town Services
 - Offer services like special education and dispatch services to other towns for a fee
- Land
 - Town Forest
 - Timber Rights
 - Review land inventory for possible sales
- Economic Development Capabilities.... revive EDC
- Borrowing Capacity

Reading Finance Committee

2003 Summer Brainstorming Meetings
5-Year Forecast

Peter H's Table of Projections

Projected General Fund Revenues FY 2005 through FY 2009

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
	Final Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast
	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget
	\$	\$	\$	\$	\$	\$	\$
	32,453,486	37,925,782	39,528,319	41,417,029	43,092,244	44,993,670	46,722,312
	154,204	155,565	1,906,293	3,592,783	3,818,172	3,810,839	3,802,505
	(390,120)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
	32,217,570	37,681,347	41,034,612	44,609,812	46,510,416	48,404,509	50,124,817
	3.7%	17.0%	8.9%	8.7%	4.3%	4.1%	3.6%
	2,838,606	2,700,000	2,754,000	2,809,080	2,865,262	2,922,567	2,981,018
	208,544	150,000	153,000	156,060	159,181	162,365	165,612
	239,609	210,000	214,200	218,484	222,854	227,311	231,857
	1,236,662	1,200,000	1,224,000	1,249,480	1,273,450	1,298,919	1,324,897
	58,528	50,000	51,000	52,020	53,060	54,122	55,204
	7,892	5,000	5,100	5,202	5,306	5,412	5,520
	100,240	100,000	102,000	104,040	106,121	108,243	110,408
	273,475	275,000	280,500	286,110	291,832	297,669	303,622
	4,963,558	4,690,000	4,783,800	4,879,476	4,977,066	5,076,607	5,178,139
	3.2%	-5.5%	2.0%	2.0%	2.0%	2.0%	2.0%
	12,255,483	11,634,759	11,053,021	11,052,021	11,052,021	11,595,176	12,028,199
	(299,778)	(235,181)	(235,181)	(235,181)	(235,181)	(235,181)	(235,181)
	11,955,705	11,399,578	10,817,840	10,816,840	10,816,840	11,359,995	11,785,018
	2.9%	-4.7%	-5.1%	0.0%	3.7%	5.0%	3.7%
	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	46,700	300,000	300,000	300,000	300,000	300,000	300,000
	204,163	116,074	116,074	116,074	116,074	116,074	116,074
	1,779,597	1,826,062	1,862,583	1,899,835	1,937,832	1,976,588	2,016,120
	127,779	201,820	201,820	201,820	201,820	201,820	201,820
	116,527	150,000	150,000	150,000	150,000	150,000	150,000
	891,245	2,303,956	2,640,477	2,527,729	2,565,726	2,604,482	2,644,014
	3,176,011	2,303,956	2,640,477	2,527,729	2,565,726	2,604,482	2,644,014
	8.2%	-27.5%	14.6%	-4.3%	1.5%	1.5%	1.5%
	6.07%	4.11%	4.45%	4.02%	3.96%	3.86%	3.79%

Property taxes:

- (A) Tax levy (within levy limit)
 (B) Tax levy (debt exclusion)
 Less: Provision for abatements and exemptions

Local revenues from sources other than property taxes:

- Motor vehicle excise
 Penalties and interest on taxes
 Payments in lieu of taxes
 Charges for services
 Licenses and permits
 Special assessments
 Fines
 Interest earnings

Intergovernmental revenue:

- State aid
 Less:
 State aid - offset items

Operating transfers / available funds:

- Cemetery sale of lots
 Sale of real estate funds
 Reading Ice Arena Authority
 Earnings distributions - electric
 Overlay surplus
 Debt Service Reserve
 Worker compensation trust
 Stabilization Fund
 Certified "Free Cash"

Town of Reading, Massachusetts

ARTICLE 1

Projected General Fund Revenues FY 2005 through FY 2009

Totals
Increase from previous year

FY 2003		
Final	% Of Total	
Budget	Budget	
\$ 52,312,842		3.7%

FY 2004		
Budget	% Of Total	
\$ 56,074,881		7.2%

FY 2005		
Forecast	% Of Total	
\$ 59,276,729		5.7%

FY 2006		
Forecast	% Of Total	
\$ 62,833,858		6.0%

FY 2007		
Forecast	% Of Total	
\$ 64,870,047		3.2%

FY 2008		
Forecast	% Of Total	
\$ 67,445,593		4.0%

FY 2009		
Forecast	% Of Total	
\$ 69,731,988		3.4%

- (A) Assumes new growth at \$155,000 per year for FY 2005 through FY 2009, plus new growth in accordance with "Analysis of Impact on tax levy of projected major real estate developments"
- (B) Includes annual projected revenue from Debt Exclusions passed or Included in CIP
- (C) Projects a 2% per year increase in all categories.
- (D) Assumes a decrease in "base" state aid in FY 2005 of 5% and no change from FY 2006 through FY 2009, but SBA reimbursement on new school beginning in FY 08, and Barrows in FY 09
- (E) Assumes a 2% per year increase in Earnings Distribution from RMLD

Projected General Fund Expenses FY 2005 through FY 2009

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Town Government							
Salaries	9,092,953	9,506,133	9,888,878	10,281,833	10,693,107	11,120,831	11,565,664
Expenses	3,246,331	3,357,808	3,501,753	3,649,297	3,740,529	3,834,043	3,929,894
Total	12,339,284	12,863,941	13,388,132	13,931,130	14,433,636	14,954,874	15,495,558
	23.78%	23.25%	21.94%	21.15%	20.53%	20.10%	19.84%
School Department							
Salaries							
Expenses							
Total	24,808,998	26,492,645	28,484,667	30,488,620	32,470,381	34,580,955	36,828,717
	47.82%	47.88%	46.68%	46.29%	46.18%	46.47%	47.16%
Building Maintenance							
Salaries	1,168,649						
Expenses	1,829,344						
Total	2,997,993	3,239,861	3,450,452	3,674,731	3,913,589	4,167,972	4,438,890
	5.78%	5.86%	5.65%	5.58%	5.57%	5.60%	5.68%
Vocational School District							
Salaries	163,287	312,111	183,600	188,190	192,895	197,717	202,860
Expenses							
Total	163,287	312,111	183,600	188,190	192,895	197,717	202,860
	0.31%	0.56%	0.30%	0.29%	0.27%	0.27%	0.26%
Debt Service and Capital							
Debt Service	4,047,456	4,024,248	6,014,150	7,416,306	8,427,946	8,850,991	8,660,422
Capital	25,000	405,000	755,000	830,000	878,000	958,000	994,000
Total	4,072,456	4,429,248	6,769,150	8,246,306	9,305,946	9,808,991	9,654,422
	7.85%	8.01%	11.09%	12.52%	13.24%	13.18%	12.36%
Employee Benefits							
Contributory Retirement	2,136,600	2,186,300	2,404,930	2,465,053	2,526,680	2,589,847	2,654,593
Non-Contributory Retirement	99,333	102,042	104,593	107,208	109,888	112,635	115,451
Unemployment Compensation	78,167	40,000	80,000	80,000	80,000	80,000	80,000
Group Health/Life Insurance	3,957,238	4,414,041	4,855,445	5,340,990	5,675,089	6,462,597	7,108,857
Medicare/Social Security	436,765	473,039	487,954	512,352	537,969	564,868	593,111
Workers Compensation	189,723	213,000	223,650	234,833	246,574	258,903	271,848
Police/Fire Indemnification	37,000	30,000	40,000	40,000	40,000	40,000	40,000
Total	6,934,826	7,458,422	8,196,572	8,780,435	9,416,200	10,108,850	10,863,860
	13.37%	13.48%	13.43%	13.33%	13.39%	13.59%	13.91%
State Assessment							
Salaries	563,416	533,000	546,325	559,983	573,983	588,332	603,041
Expenses							
Total	563,416	533,000	546,325	559,983	573,983	588,332	603,041
	1.09%	0.96%	0.90%	0.85%	0.82%	0.79%	0.77%

Town of Reading, Massachusetts Projected General Fund Expenses FY 2005 through FY 2009

ARTICLE 1

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Totals	Actual \$ 51,880,260	Budget \$5,329,228	% of Total Budget 61,018,897	Forecast 65,869,398	Forecast 70,306,529	Forecast 74,407,691	Forecast 78,087,149
% Increase from previous year		6.6%	10.3%	7.9%	6.7%	5.8%	4.9%
Projected Revenue	\$52,312,842	\$56,074,881	\$59,276,729	\$62,833,856	\$64,870,047	\$67,445,593	\$69,731,988
Difference between Expenses and Revenue	\$432,582	\$745,653	(\$1,742,168)	(\$3,035,540)	(\$5,436,582)	(\$6,962,098)	(\$8,355,161)

- "A" - Town Government Salaries Increase a total of 4% per year from FY 2005 to FY 2009
- "B" - Town Government Expenses Increase \$60,000 per year for FY 2005 and FY 2006 for Increases in rubbish collection, and Increase 2.5% per year on base for FY 2005 through FY 2009
- "C" - School budgets reflect a 6.5% Increase per year plus the cost of bussing in FY 2005, and the cost of operating the new school
- "D" - Building Maintenance budgets reflect a 6.5% Increase per year which will include the cost of operating the new school
- "E" - Vocational School District assessment Increases 2.5% from FY 2004 actual levels, which were \$133,000 below FY 2004 budgeted
- "F" - Debt Service includes the cost of committed debt, both general tax supported and that voted by debt exclusion
- "G" - Capital Includes the use of the "Sale of Real Estate" funds beginning in FY 2005 per the CIP, and includes an Increase in capital expenditures equaling 1/10th of the revenue generated by large new development as reflected in the Revenue projections
- "H" - Contributory Retirement reflects a 10% Increase in the pension assessment in FY 2005 reflecting the market situation, and a 2.5% per year Increase after that
- "I" - Non Contributory Retirement is assumed to increase at 2.5% per year
- "J" - Unemployment compensation has been projected to reflect the level utilized in FY 2003
- "K" - Health Insurance reflects an approximately 10% per year Increase. The Town has had up to 17% increases over the past 3 years. Renewals for March 2004 will be available 12-1-03.
- "L" - Medicare/Social Security has been adjusted for FY 2005 (we may have "over budgeted" for this year), and then Increases by 5% per year
- "M" - Workers Compensation has been increased 5% per year.
- "N" State Assessment increased 2.5% per year from FY 2004 levels

ANALYSIS OF IMPACT ON TAX LEVY OF PROJECTED MAJOR REAL ESTATE DEVELOPMENTS

DEVELOPMENT	Est. value (in 000's)	FISCAL YEAR							
		03	04	05	06	07	08	09	
Base Expenditures		\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Landfill Land Sale @ sales price of \$3 mil.	\$3,000,000		\$18,360	\$36,720	\$36,720	\$36,720	\$36,720	\$36,720	\$36,720
Landfill Phase 1 Jordans, Home Depot, Chili's	\$54,600,000			\$334,152	\$668,304	\$668,304	\$668,304	\$668,304	\$668,304
Landfill Phase 2 Hotel, Office, garage	\$21,214,000								
Archstone (Spence Farm) 200 rental units	\$24,000,000			\$146,880	\$293,760	\$293,760	\$293,760	\$293,760	\$293,760
Moore (Longwood Farm) Phase 1 Residential (comp permit @250 units)	\$55,000,000				\$134,640	\$269,280	\$403,920	\$538,560	
Moore (Longwood Farm) Phase 2 Office (240,000 sf)	\$36,000,000								
Pearson Redevelopment Office & hotel	\$110,000,000								
Total "New Growth"			\$18,360	\$517,752	\$1,133,424	\$1,268,064	\$1,402,704	\$1,537,344	

Available for Capital \$25,000 \$26,836 \$76,775 \$138,342 \$151,806 \$165,270 \$178,734

Note - this model assumes that 10% of the growth in Real Estate Taxes from major items of new growth will be devoted to capital expenses from appropriation.

Reading Finance Committee

2003 Summer Brainstorming Meetings
Town Taxpayer Survey - Background

- As a result of the "Brainstorming Session" the Finance Committee has decided to survey the community in order to determine taxpayer priorities as to revenue allocation, prioritization of resources, and ideas for revenue generation or expense control.

Reading Finance Committee

2003 Summer Brainstorming Meetings
Town Taxpayer Survey - The Process

- The Finance Committee will print a narrative in the local papers (article or editorial) introducing and outlining the goals of the survey - *December 2003*
- Survey included in Census - *January 2004*

Reading Finance Committee

2003 Summer Brainstorming Meetings
Town Taxpayer Survey - The Questions

- Would you be in favor of selling naming rights for public buildings or venues or selling advertising at public buildings or venues?
- Would you be in favor of a resort in Reading that featured casino gambling?

Reading Finance Committee

2003 Summer Brainstorming Meetings
Town Taxpayer Survey - The Questions (continued)

- The town has achieved success through volunteerism in schools, library, and elder services. Would you be interested in other areas such as public works, parks, or town hall?
- Please prioritize where you think revenues should be allocated 1-4. *Library, Public Safety, Public Works, Schools.*
- What ideas or comments do you have?

Reading Finance Committee

2003 Summer Brainstorming Meetings

- Many thanks to all participants
 - Reading Residents
 - Board of Selectmen
 - School Committee
 - Town Departments
 - Town Manager
 - Library
- The real work is yet to be done

Thank you.

ARTICLE 1 – William C. Brown, Precinct 8, gave the following report of Veteran's Memorial Fund:

The good news is that thanks to a generous donation by Carl McFadden the goal of \$90,000 has been made.

The terms of the trust only allows the interest to be used for the flowers that are placed on each Veterans grave Memorial Day. As of now that interest will allow the fund to purchase flowers for the next two or three years.

June 9, 2007 will be the 50th anniversary of Reading Memorial High School. It has been suggested by the Veterans that the newly renovated Reading Memorial High School be rededicated that day with the proper ceremonies and a dance that night in the Field House with the proceeds going to the Memorial Fund to further honor those that served our country.

ARTICLE 1 – Alan Foulds, Moderator and Non-voting Chair of the Rules Committee gave the following annual report of the Rules Committee:

Pursuant to the Charter the Town Meeting Rules Committee met on October 22, 2003 to review and make recommendations on possible changes in the conduct of Town Meeting. A previous attempt to meet was made on June 24, 2003, but was adjourned due to lack of quorum.

Several issues were discussed and action was taken on three.

First, a subcommittee was formally established to review the differences between Robert's Rules of Order, Revised and Town Meeting Time. The intent is to issue a report and possible recommendation to this body that we make a change in our bylaws, as to the rules of order that we use. The subcommittee is still looking for two additional members to help with that project.

Second, the committee discussed a proposed bylaw change concerning bylaw changes. It was recommended by the Rules Committee that proposed bylaw amendments coming before Town Meeting be voted up or down, as is. No amendments would be allowed from the floor. The reasoning by the committee is that bylaw changes have been reviewed by the Bylaw Committee, Town Counsel, and the hearing process, and should not be tampered with at the last minute. In order to accommodate minor clerical revisions a clause allowing last-minute changes only by unanimous consent was also considered. This rule change has been passed to the Bylaw Committee and may appear on a future warrant.

Third, it was voted to refer to the new Charter Review Committee the issue of including the School Committee Chairman on the Finance Committee Appointment Authority.

ARTICLE 1 – On motion by George V. Hines, Chairman of the Board of Selectmen, it was moved to table the subject matter of Article 1.

ARTICLE 2 – On motion by George V. Hines, Chairman of the Board of Selectmen, it was moved to table the subject matter of Article 2.

ARTICLE 3 – On motion by George V. Hines, Chairman of the Board of Selectmen, it was voted to amend the FY 2004 – FY 2013, Capital Improvements Program as provided for in Section 7-7 of the Reading Home Rule Charter by adopting an amended Capital Improvement Plan dated 11-10-03.

ARTICLE 4 – On motion by Camille W. Anthony, member of the Board of Selectmen, it was voted to appropriate the sum of \$10,153 from property taxes, State aid and non-property tax local receipts and to authorize the payment of an unpaid Fiscal Year 2003 bill to CTC Communications Corp. of Hartford, Connecticut for telephone services.

9/10 vote required
unanimous hand vote declared by Moderator

ARTICLE 5 – On motion by James B. Francis, member of the Finance Committee, it was voted to amend votes taken under Article 13 of the April 28, 2003 Annual Town Meeting relating to the Fiscal Year 2004 Municipal Budget as follows:

Line	Description	Increase (+) or Decrease (-)	Revised Budget
J	Vocational Schools	- \$132,913	\$179,198
B23	Property and Casualty Insurance	+ \$64,000	\$276,999
K1	Debt Service	+ \$156,000	\$4,029,200
C2	FINCOM Expenses	+ \$750	\$34,750
G14	Public Works Rubbish Expense	- \$13,500	\$1,085,130
G7	Public Works Parks and Forestry Salaries (Compost Center)	+ \$1,700	\$324,149
	TOTAL	+ \$ 76,037	

and appropriate the funds from property taxes, State aid and non-property tax local receipts.

On motion by William C. Brown, Precinct 8, it was moved to amend Article 5 by adding \$10,000 to line item F6 Fire/Emergency Management Expenses for equipment necessary to operate new advance life support equipment.

Motion did not carry.

ARTICLE 6 – On motion by Richard McDonald, member of the Finance Committee, it was voted to appropriate the sum of \$700,000 (Seven Hundred Thousand Dollars) from property taxes, State aid and non-property tax local receipts for the purpose of establishing a Stabilization Fund as authorized by Chapter 40, Section 5B of the Massachusetts General Laws.

2/3 vote required
134 voted in the affirmative
3 voted in the negative

ARTICLE 7 – On motion by Gail F. Wood, member of the Board of Selectmen, it was voted to raise by borrowing in anticipation of reimbursement from the State under Chapter 44, Section 6, Massachusetts General Laws, or pursuant to any other enabling authority the sum of \$306,431 (Three Hundred Six Thousand Four Hundred and Thirty One Dollars) for highway projects in accordance with Chapter 90, Massachusetts General Laws.

2/3 vote required
unanimous hand vote declared by Moderator

ARTICLE 8 – On motion by Gail F. Wood, member of the Board of Selectmen, it was voted to raise by borrowing under Chapter 44 Section 7 (5) or pursuant to any other enabling authority, and appropriate for the purpose of designing and constructing sidewalks, curbing, and related improvements on Franklin Street west of Main Street and on abutting streets as necessary for the purpose of providing pedestrian access to the new elementary school being constructed at the end of Sunset Rock Lane, the sum of \$250,000 (Two Hundred Fifty Thousand Dollars) provided that any appropriation subject to this Article shall be contingent upon the passage of a capital exclusion referendum question under Massachusetts General Laws Chapter 59, Section 21C.

2/3 vote required
121 voted in the affirmative
6 voted in the negative

On motion by William C. Brown, Precinct 8, it was moved to indefinitely postpone the subject matter of Article 8.

Motion did not carry.

ARTICLE 9 – On motion by Harvey J. Dahl, Precinct 7, it was voted to appropriate the sum of \$23,565.67 (Twenty Three Thousand Five Hundred Sixty Five Dollars and Sixty Seven Cents), which represents the balance remaining from the development of schematic designs of the Reading Memorial High School (Article 4, April 25, 2002) for the purpose of making extraordinary repairs and/or additions to the Reading Memorial High School and said sum to be expended under the direction of the School Committee.

2/3 vote required
123 voted in the affirmative
4 voted in the negative

ARTICLE 10 – On motion by Harvey J. Dahl, Precinct 7, it was moved to table the subject matter of Article 10.

ARTICLE 11 – On motion by Gail F. Wood, member of the Board of Selectmen, it was voted to table the subject matter of Article 11.

ARTICLE 12 – On motion by Gail F. Wood, member of the Board of Selectmen, it was voted to table the subject matter of Article 12.

ARTICLE 13 – On motion by Gail F. Wood, member of the Board of Selectmen, it was voted to table the subject matter of Article 13.

ARTICLE 14 – On motion by Richard W. Schubert, it was moved to amend the Reading Home Rule Charter by adding a new Section 8-17 as follows:

“All members of multiple member bodies, whether elected or appointed, and all individuals appointed to unpaid positions by the Board of Selectmen or other appointing authority, shall be residents of the Town and shall only be qualified to serve as such for the period in which they reside in the Town. Any such member and/or individual who no longer resides in the Town shall be deemed to have vacated his/her position. Any member of a multiple member body and any individual appointed to an unpaid position by the Board of Selectmen or other appointing authority who intends to change his/her residency to outside the Town shall immediately notify the Town Clerk in writing of such change.”

On motion by Frederick Van Magness, Precinct 8, it was moved to table the subject matter of Article 14.

Motion carried.

ARTICLE 15 – On motion by Richard W. Schubert, it was voted to amend Section 4.6 of the Reading General Bylaws by changing “Five Hundred Dollars (\$500)” in the first sentence to “Five Thousand Dollars (\$5,000)” so that the first sentence of Section 4.6.1 reads as follows:

“Whenever an item or collection of items of tangible personal property with an estimated net value of Five Thousand Dollars (\$5,000) within the control of an official body, but excluding the Municipal Light Board, shall be determined by that official body to be surplus, obsolete, salvage, or beyond repair, it may be disposed of by sale, trade or otherwise, by the Town Manager with the approval of the Finance Committee.”

ARTICLE 16 – On motion by Camille W. Anthony, member of the Board of Selectmen, it was voted to amend Section 5.5.4.2 of the Reading General Bylaws by deleting from that paragraph the following words: “other than specifically designated areas. The Town Manager, the Superintendent of Schools, and the General Manager of the Municipal Light Department shall designate areas in which smoking shall be allowed and shall post an appropriate number of signs indicating those areas in which smoking is prohibited” so that Section 5.5.4.2 reads as follows in its entirety:

“5.5.4.2 No person shall smoke or have in his possession

any lighted cigar, cigarette, or other tobacco product in any building or room owned or occupied by the Town."

On motion by Douglas R. Cowell, Precinct 7, it was moved to add the word "not" after the words "Municipal Light Department shall" in Article 16.

Motion did not carry.

ARTICLE 17 – On motion by George V. Hines, Chairman of the Board of Selectmen, it was voted to indefinitely postpone the subject matter of Article 17.

ARTICLE 18 – On motion by Jonathan E. Barnes, Community Planning and Development Commission, it was voted to amend Section 6.3.11.a of the Zoning By-Laws by deleting the phrase "The site coverage of the dwelling within the minimum setback is not increased and" and substituting therefore the following language: "The site coverage of the dwelling within that minimum setback may be increased as long as no additional encroachment further reducing the setback is allowed. No such increase shall create a new non conformity, and".

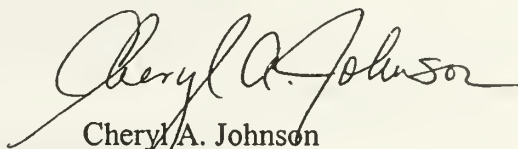
2/3 vote required
111 voted in the affirmative
5 voted in the negative

On motion by George V. Hines, Chairman of the Board of Selectmen, it was voted that this Subsequent Town Meeting stand adjourned until November 13 at 7:30 p.m.

Meeting adjourned at 10:20 p.m.

154 Town Meeting Members were present.

A true copy. Attest:


Cheryl A. Johnson
Town Clerk

SUBSEQUENT TOWN MEETING

Reading Memorial High School

November 13, 2003

The meeting was called to order by the Moderator, Alan E. Foulds, at 7:42 p.m., there being a quorum present.

The Invocation was given by Reverend Wendy Miller Olapade of the First Congregational Church, followed by the Pledge of Allegiance to the Flag.

ARTICLE 11 – On motion by George V. Hines, Chairman of the Board of Selectmen, it was moved to remove Article 11 from the table.

ARTICLE 11 – On motion by Gail F. Wood, member of the Board of Selectmen, it was voted to raise by borrowing, under Chapter 44, Section 8 (4) or pursuant to any other enabling authority, and appropriate the sum of \$1,500,000 (One Million Five Hundred Thousand Dollars) for the purpose of making improvements to the Louanis Water Treatment Plant and related facilities by construction of a new facility and/or renovation of the existing facility, including the costs of engineering services, plans, documents, cost estimates, bidding services and all related expenses incidental thereto and necessary in connection therewith, said sum to be expended by and under the direction of the Town Manager; and to see if the Town will authorize the Board of Selectmen, the Town Manager, or any other agency of the Town, to apply for a grant or grants to be used to defray the cost of all, or any part of, said water system improvements; and to authorize the Town Manager to enter into any and all contracts and agreements as may be necessary to carry out the purposes of this Article.

Thomas J. Ryan, Precinct 1, moves the question.

2/3 vote requested
109 voted in the affirmative
19 voted in the negative

Motion to move the question carries.

Vote on original motion
2/3 vote required
133 voted in the affirmative
- 0 - voted in the negative

ARTICLE 12 – On motion by Gail F. Wood, member of the Board of Selectmen, it was moved:

- ♦ That the Town vote to apply for admission to the Massachusetts Water Resources Authority Water System to receive from Massachusetts Water Resources Authority a supply of a supplemental public water supply in accordance with Chapter 372 of the Acts of 1984 of the Commonwealth; and
- ♦ That the Town raise by borrowing under Chapter 44, Section 8 (3) or pursuant to any other enabling authority and appropriate the sum of \$3,180,000 (Three Million One Hundred Eighty Thousand Dollars) for the payment of entrance fees, costs of connection and other expenses for the same; and

- ◆ That the Town vote to authorize the Board of Selectmen, acting as Water Commissioners, to take such actions necessary or required to apply for admission to and to receive a supplemental public water supply from the Massachusetts Water Resources Authority Water System, including, without limitation, filing legislation, payment of applicable fees and charges, and entering into an agreement with the Massachusetts Water Resources Authority as may be required or necessary to receive a supply of water at prevailing rates charged by the Massachusetts Water Resources Authority to communities in its water supply system.

Nancy M. Graham, Precinct 4, moves the question.

2/3 vote requested
89 voted in the affirmative
30 voted in the negative

Motion to move the question carries.

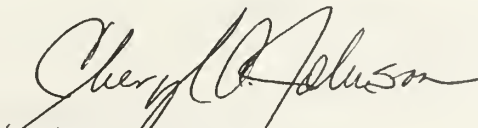
Vote on original motion
2/3 vote required
111 voted in the affirmative
13 voted in the negative

ARTICLE 13 – On motion by Gail F. Wood, member of the Board of Selectmen, it was voted to raise by borrowing under Chapter 44, Section 8 (6) or pursuant to any other enabling authority and appropriate the sum of \$487,000 (Four Hundred Eighty Seven Thousand Dollars) for the purpose of constructing a replacement to the existing 20 inch diameter water main extending approximately from Bancroft Avenue at the intersection of Hartshorn Street, northerly to approximately the intersection of Forest Street and Colburn Road, including the cost of engineering services, plans, documents, cost estimates, bidding services and all related expenses incidental thereto and necessary in connection therewith, said sum to be expended by and under the direction of the Town Manager; and to see if the Town will authorize the Board of Selectmen, the Town Manager, or any other agency of the Town, to apply for a grant or grants, to be used to defray the cost of all, or any part of, said water system improvements; and to authorize the Town Manager to enter into any and all contracts and agreements as may be necessary to carry out the purposes of this Article.

2/3 vote required
Unanimous handcount vote declared by Moderator

On motion by George V. Hines, Chairman of the Board of Selectmen, it was voted that this Subsequent Town Meeting stand adjourned sine die at 10:20 p.m.

139 Town Meeting Members were present.


Cheryl A. Johnson
Town Clerk

A true copy. Attest:

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss. Officer's Return, Reading:

By virtue of this Warrant, I, on February 12, 2004 notified and warned the inhabitants of the Town of Reading, qualified to vote in elections and Town affairs, to meet at the place and at the time specified by posting attested copies of this Presidential Primary Warrant in the following public places within the Town of Reading:

- Precinct 1 J. Warren Killam School, 333 Charles Street
- Precinct 2 Registry of Motor Vehicles, 275 Salem Street
- Precinct 3 Reading Police Station, 15 Union Street
- Precinct 4 Joshua Eaton School, 365 Summer Avenue
- Precinct 5 Town Hall, 16 Lowell Street
- Precinct 6 Alice M. Barrows School, 16 Edgemont Avenue
- Precinct 7 Reading Library, Local History Room, 64 Middlesex Avenue
- Precinct 8 Charles Mobil on the Run, 1330 Main Street

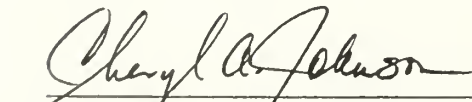
The date of posting being not less than seven (7) days prior to March 2, 2004, the date set for the Presidential Primary in this Warrant.

I also caused an attested copy of this Warrant to be published in the Reading Chronicle in the issue of February 16, 2004.



Thomas H. Freeman, Constable

A true copy. Attest:


Cheryl A. Johnson, Town Clerk

COMMONWEALTH OF MASSACHUSETTS

William Francis Galvin, Secretary of the Commonwealth

Middlesex ss.

To any of the Constables of the Town of Reading, Greetings:

In the name of the Commonwealth of Massachusetts, you are hereby required to notify and warn the inhabitants of the Town of Reading, qualified to vote in primaries to vote at

Precincts 1, 2, 3, 4, 5, 6, 7 and 8
Hawkes Field House, 62 Oakland Road

TUESDAY, THE SECOND DAY OF MARCH, A.D., 2004
from 7:00 a.m. to 8:00 p.m. for the following purpose:

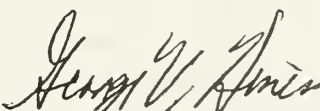
To cast their votes to the Primary Officers for the election of candidates of political parties for the following offices:

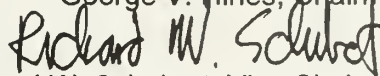
PRESIDENTIAL PREFERENCE
DISTRICT MEMBERS OF STATE COMMITTEE (one man and one woman)
for each Political Party for the Third Middlesex Senatorial District
Members of the Democratic Town Committee
Members of the Republican Town Committee
Members of the Libertarian Town Committee

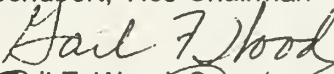
and you are directed to serve this Warrant by posting an attested copy thereof in at least one (1) public place in each precinct of the Town not less than seven (7) days prior to March 2, 2004, the date set for the Presidential Primary, and to publish this Warrant in a newspaper published in the Town at least seven (7) days prior to the time of holding said election.

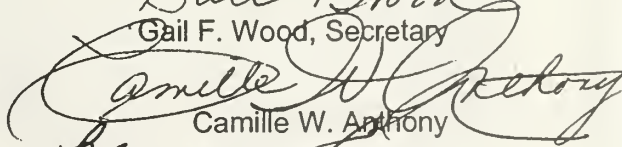
Hereof fail not to make due return of this Warrant with your doings thereon to the Town Clerk at or before the time appointed for said election.

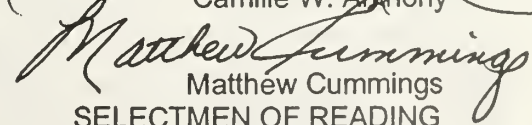
Given under our hands this 27th day of January, 2004.

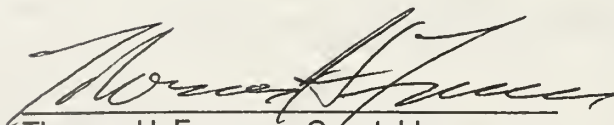

George V. Hines, Chairman


Richard W. Schubert, Vice Chairman


Gail F. Wood, Secretary


Camille W. Anthony


Matthew Cummings
SELECTMEN OF READING


Thomas H. Freeman, Constable

Town Meeting Reports

PRESIDENTIAL PRIMARY

March 2, 2004

Pursuant to the Warrant and the Constables Return thereon, a Presidential Primary Election was held for all eight precincts at the Hawkes Field House. The Warrant was partially read by the Town Clerk, Cheryl A. Johnson, when on motion of Frederick Van Magness, Precinct 1, it was voted to dispense with the further reading of the Warrant, except the Constable's Return, which was then read by the Town Clerk. The ballot boxes were examined by the respective Wardens and each found to be empty and registered at 000.

The Town Clerk declared the polls open at 7:00 a.m. and closed at 8:00 p.m., with the following results:

4098 voted Democratic Ballots
1144 voted Republican Ballots
7 voted Libertarian Ballots
3 voted Green-Rainbow Ballots

5,252 ballots (33%) of registered voters cast as follows:

BALLOT OF THE DEMOCRATIC PARTY

PRESIDENTIAL PREFERENCE - Vote for One									
<i>Candidate</i>	1	2	3	4	5	6	7	8	Total
Richard Gephardt	2	3	1	1	0	2	0	1	10
Joseph Lieberman	8	6	9	7	5	4	4	7	50
Wesley K. Clark	3	7	7	4	3	4	4	2	34
Howard Dean	5	8	6	15	11	10	8	8	71
Carol Moseley Braun	0	0	1	0	0	1	3	0	5
John Edwards	104	94	93	123	94	112	97	111	828
Dennis J. Kucinich	17	5	5	9	14	14	14	5	83
John F. Kerry	371	304	287	379	334	389	403	360	2827
Lyndon H. LaRouche, Jr.	2	3	1	3	0	0	1	1	11
Al Sharpton	4	6	4	5	8	7	5	5	44
No Preference	6	4	3	2	5	5	5	2	32
Others	0	4	0	0	1	1	0	0	6
Blanks	19	13	15	15	5	12	7	11	97
Total	541	457	432	563	480	561	551	513	4098

STATE COMMITTEE MAN - Vote for One									
<i>Candidate</i>	1	2	3	4	5	6	7	8	Total
Joseph F. Lawless, III	312	278	275	308	278	313	302	297	2363
Others	2	2	1	0	0	3	1	0	9
Blanks	227	177	156	255	202	245	248	216	1726
Total	541	457	432	563	480	561	551	513	4098

STATE COMMITTEE WOMAN - Vote for One

<i>Candidate</i>	1	2	3	4	5	6	7	8	Total
Christine DiPietro	313	280	282	320	287	324	310	307	2423
Others	1	2	1	1	0	3	0	0	8
Blanks	227	175	149	242	193	234	241	206	1667
Total	541	457	432	563	480	561	551	513	4098

DEMOCRATIC TOWN COMMITTEE (Vote for not more than thirty-five)

<i>Candidate</i>	1	2	3	4	5	6	7	8	Total
William Kennedy	0	0	0	10	5	3	7	0	48
Donna Corbett	0	7	0	9	5	3	7	8	48
David Rall	0	7	0	9	5	3	7	8	48
Drucilla Wood-Beckwith	0	7	0	9	5	2	7	8	47
Sarah H. List	0	7	0	10	5	1	7	8	47
Andrew Herlihy	10	7	0	9	0	2	7	8	48
Gina Herlihy	10	7	0	9	0	1	7	8	48
Matt Nestor	10	7	0	9	5	1	7	8	47
Kevin Flanagan	0	7	0	9	5	1	7	8	46
Steve McLaughlin	0	7	0	9	5	1	7	8	46
Rosemarie DeBenedetto	0	7	0	9	5	1	7	8	46
Donald Green	0	7	0	11	5	1	7	8	48
Harry Simmons	0	7	1	9	5	3	7	8	48
Margaret Soli	10	7	0	10	5	5	9	8	54
John Sweeney	0	7	0	10	5	1	7	8	47
Arthur Berg	0	7	0	9	5	3	8	8	48
Karen Berg	0	7	0	9	5	3	7	8	48
Mike McSweeney	0	7	0	9	5	1	7	8	46
Raymond Cabot	0	7	0	9	5	2	7	8	47
Michael Flammia	0	7	0	9	5	1	7	8	46
Harold Hulse	0	7	0	9	5	3	7	8	49
Dennis Newman	0	7	0	9	7	3	7	9	51
Kristen Newman	0	7	0	9	0	2	7	9	49
John Silvaggi	0	7	0	9	0	1	7	8	47
Maria Silvaggi	0	7	0	9	5	1	7	8	46
Ellen Kearns	0	7	0	9	5	2	7	8	47
Elizabeth T. Ferraro	0	7	0	9	5	2	7	8	47
Patricia Fitzgerald	0	7	0	9	5	1	7	9	47
Nancy Meehan	0	7	0	0	0	2	7	8	49
Anne Doyle	0	7	0	9	5	1	7	8	46
John Lippitt	0	7	0	9	5	4	7	8	49
Mary Steuart	0	7	0	9	5	3	7	8	49
Steve Sullivan	0	7	0	9	5	2	7	8	47
Carolyn Whiting	0	7	0	9	5	5	7	8	50
George V. Hines	0	8	1	10	5	3	7	8	49
Others	4	13	8	18	7	7	10	5	72
Blanks	18612	15739	15110	19365	16611	19554	19027	17667	141685
Total	18935	15995	15120	19705	16800	19635	19285	17955	143430

BALLOT OF THE REPUBLICAN PARTY

PRESIDENTIAL PREFERENCE - Vote for One									
<i>Candidate</i>	1	2	3	4	5	6	7	8	Total
George W. Bush	150	88	76	148	94	129	116	152	953
No Preference	10	6	8	18	22	13	21	10	108
Others	0	1	0	0	0	2	0	2	5
Blanks	9	4	12	10	16	9	6	12	78
Total	169	99	96	176	132	153	143	176	1144

STATE COMMITTEE MAN - Vote for One									
<i>Candidate</i>	1	1	3	6	5	6	7	8	Total
John H. Souther, Jr.	113	72	59	123	79	104	86	96	732
Others	0	0	0	0	0	0	1	0	1
Blanks	56	27	37	53	53	49	56	80	411
Total	169	99	96	176	132	153	143	176	1144

STATE COMMITTEE WOMAN - Vote for One									
<i>Candidate</i>	1	1	3	6	5	6	7	8	Total
Monica C. Medeiros	111	71	58	124	79	103	90	97	733
Others	0	0	0	0	0	0	1	0	1
Blanks	58	28	38	52	53	56	52	79	410
Total	169	99	96	176	132	153	143	176	1144

REPUBLICAN TOWN COMMITTEE - Vote for not more than thirty-five

<i>Candidate</i>	1	1	3	4	5	6	7	8	Total
Group	91	63	42	85	58	71	63	67	532
Curt E. Nitzsche	111	73	48	106	65	67	70	81	644
Krissandra Holmes	98	67	48	101	61	86	72	75	602
Richard H. Coco	105	67	49	99	58	83	72	76	609
Louise M. Callahan	98	69	51	110	65	77	71	73	614
Nancy C. Leavitt	97	68	47	97	64	65	73	73	602
Brook W. Chipman	98	68	45	106	60	81	74	77	590
Eleanor K. Higgott	98	65	51	99	63	77	60	73	594
Henry A. Higgott	98	67	48	98	64	78	60	74	590
Diana M. Kaine	101	69	53	97	63	86	70	75	614
Willard J. Burditt	99	65	48	102	63	77	73	64	606
Kenneth A. Holt	100	68	51	93	64	64	72	70	610
Edwin J. Kaine	95	68	49	93	63	82	67	72	594
Ronald T. Okeefe, Jr.	101	67	48	94	58	78	73	73	588
Judith Alice Webb	99	68	49	94	63	81	69	71	594
Richard H. Curtis	97	67	48	104	65	65	69	78	613
Sally C. Nitzsche	110	69	47	102	65	86	72	76	629
Elaine M. Little	97	68	49	102	64	64	67	73	604
Raymond R. Couture	99	73	48	100	65	92	71	82	627
Helen N. H. Brady	97	67	49	96	66	84	67	71	591
Margaret V. Pratt	98	76	47	93	58	77	73	73	588
Robert P. Cusolito	100	65	45	94	59	78	73	76	590
Mary T. Carbone	98	67	49	97	61	86	69	73	591
Bruce R. Hitchcock	99	68	45	93	64	77	66	69	581
L. Nancy Forsberg	99	68	49	96	61	86	70	74	603
Others	4	1	0	2	0	2	3	1	13
Blanks	3521	1782	2203	3798	3130	3387	3249	4360	25430
Total	5915	3465	3360	6160	4620	5355	5005	6160	40040

BALLOT OF THE LIBERTARIAN PARTY**PRESIDENTIAL PREFERENCE - Vote for One**

<i>Candidate</i>	7	2	3	4	5	4	7	8	Total
Jeffrey Diket			1	1					2
Ruben Perez									
Aaron Russo									
Michael Badnarik									
Gary Nolan			2				1		3
No Preference							1		1
Others									
Blanks						1			1
Total	0	0	3	1	0	1	2		7

STATE COMMITTEE MAN - Vote for One									
Candidate	1	2	3	4	5	6	7	8	Total
Others									
Blanks			3	1		1	2		7
Total	0	0	3	1	0	1	2		7

STATE COMMITTEE WOMAN - Vote for One									
Candidate	1	2	3	4	5	6	7	8	Total
Others									
Blanks			3	1		1	2		7
Total	0	0	3	1	0	1	2		7

LIBERTARIAN TOWN COMMITTEE - Vote for Three									
Candidate	1	2	3	4	5	6	7	8	Total
John B. Latham (L)				1					1
John Visocchi (U)				1					1
Others									
Blanks			9	1		3	6		19
Total	0	0	9	3	0	3	6		21

BALLOT OF THE GREEN-RAINBOW PARTY

PRESIDENTIAL PREFERENCE - Vote for One									
Candidate	1	2	3	4	5	6	7	8	Total
Kent Mesplay									
Lorna Salzman									
Paul Glover									
David Cobb				1	1				2
No Preference									
Others									
Blanks			1						1
Total	0	0	1	1	1	0	0		3

STATE COMMITTEE MAN - Vote for One									
Candidate	1	2	3	4	5	6	7	8	Total
Others									
Blanks			1	1	1				3
Total	0	0	1	1	1	0	0		3

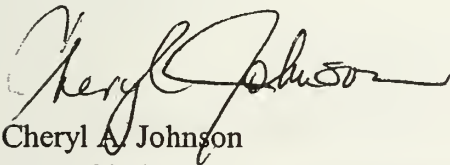
STATE COMMITTEE WOMAN - Vote for One

<i>Candidate</i>	2	2	3	4	5	6	7	8	Total
Others									
Blanks			1	1	1				3
Total	0	0	1	1	1	0	0		3

GREEN-RAINBOW TOWN COMMITTEE - Vote for Three

<i>Candidate</i>	2	2	3	4	5	6	7	8	Total
Others									
Blanks			10	10	10				30
Total	0	0	10	0	10	0	0		20

a true copy. Attest:



Cheryl A. Johnson
Town Clerk

COMMONWEALTH OF MASSACHUSETTS

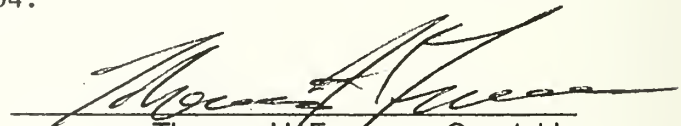
Middlesex, ss. Officer's Return, Reading:

By virtue of this Warrant, I, on February 12, 2004 notified and warned the inhabitants of the Town of Reading, qualified to vote on Town affairs, to meet at the place and at the time specified by posting attested copies of this Town Meeting Warrant in the following public places within the Town of Reading:

Precinct 1	J. Warren Killam School, 333 Charles Street
Precinct 2	Registry of Motor Vehicles, 275 Salem Street
Precinct 3	Reading Police Station, 15 Union Street
Precinct 4	Joshua Eaton School, 365 Summer Avenue
Precinct 5	Town Hall, 16 Lowell Street
Precinct 6	Alice M. Barrows School, 16 Edgemont Avenue
Precinct 7	Reading Library, Local History Room, 64 Middlesex Avenue
Precinct 8	Charles Mobil on the Run, 1330 Main Street

The date of posting being not less than fourteen (14) days prior to March 2, 2004, the date set for the Local Election in this Warrant.

I also caused an attested copy of this Warrant to be published in the Reading Chronicle in the issue of February 16, 2004.


Thomas H. Freeman, Constable

A true copy. Attest:


Cheryl A. Johnson, Town Clerk

**TOWN WARRANT
(Seal)
COMMONWEALTH OF MASSACHUSETTS**

Middlesex, ss.

To any of the Constables of the Town of Reading, Greetings:

In the name of the Commonwealth of Massachusetts, you are hereby required to notify and warn the inhabitants of the Town of Reading, qualified to vote in elections and Town affairs, to meet in the following place designated for the eight precincts in said Town, namely:

Precincts 1, 2, 3, 4, 5, 6, 7 and 8
Hawkes Field House, 62 Oakland Road

TUESDAY, the SECOND DAY OF MARCH, A.D., 2004
from 7:00 a.m. to 8:00 p.m. to act on the following Articles, viz:

ARTICLE 1 To elect by ballot the following Town Officers:

A Moderator for one year;
Two members of the Board of Selectmen for three years;
One member of the Board of Assessors for three years;
Two members of the Board of Library Trustees for three years;
Two members of the Municipal Light Board for three years;
Two members of the School Committee for three years;
One member of the School Committee for one year;
and sixty nine Town Meeting Members shall be elected
to represent each of the following precincts:

Precinct 1	Eight members for three years; One member for one year;
Precinct 2	Eight members for three years; One member for two years; One member for one year;
Precinct 3	Eight members for three years; One member for two years; One member for one year;
Precinct 4	Eight members for three years;
Precinct 5	Eight members for three years;
Precinct 6	Eight members for three years;
Precinct 7	Eight members for three years;
Precinct 8	Eight members for three years;

Question 1 – Charter Amendment

Shall the Town approve an amendment to the Reading Home Rule Charter by adding the following language to Section 3-5:

"The Municipal Light Board shall hire the General Manager of the Reading Municipal Light Department and set his compensation; the General Manager shall serve at the pleasure of the Board and may be removed by vote of a majority of the entire Board after notice and hearing.

The Municipal Light Board shall appoint the Accounting Manager or Chief Accountant of the Reading Municipal Light Department; and shall appoint counsel to the Reading Municipal Light Department.

The Accounting Manager or Chief Accountant as the case may be, and Counsel shall be subject to the supervision of the General Manager.

The Municipal Light Board shall approve warrants for payments of all bills and payroll of the Municipal Light Department; and shall approve all contracts and, further, all contracts shall be made in accordance with M.G.L. c.30B. Contracts for purchasing of power shall not be subject to M.G.L. c.30B but shall be approved by the Municipal Light Board.

The Municipal Light Board shall employ the Auditor appointed by the Town of Reading Audit Committee.

The Municipal Light Board shall annually set electric rates and approve an annual operating budget and Capital Improvements Program each fiscal year. Such approval will be done by a majority vote of the Municipal Light Board. After the Municipal Light Board has approved an annual operating budget and Capital Improvements Program, it will present them to the Reading Finance Committee and Reading Town Meeting. Upon request of any of the other towns served by the Reading Municipal Light Department, the Municipal Light Board shall make a presentation to the Finance Committee and/or Town Meeting of any such town (s)."

Yes

No

Question 2 – Capital Exclusion – Franklin Street Sidewalks

Shall the Town of Reading be allowed to assess an additional \$483,000 in real estate and personal property taxes, pursuant to G.L. c.59, §21C(i½), for the purpose of designing and constructing sidewalks, curbing and related improvements on Franklin Street west of Main Street and on abutting streets as necessary for the purpose of providing pedestrian access to the new elementary school being constructed at the end of Sunset Rock Lane, including the costs of engineering fees, plans, documents, cost estimates, and related expenses incidental thereto and necessary in connection therewith, for the fiscal year beginning July 1, 2004?

Yes

No

and to meet at the Reading Memorial High School, 62 Oakland Road, in said Reading on

MONDAY, the TWENTY-SIXTH DAY OF APRIL A.D., 2004

at seven-thirty o'clock in the evening, at which time and place the following Articles are to be acted upon and determined exclusively by Town Meeting Members in accordance with the provisions of the Reading Home Rule Charter.

ARTICLE 2 To hear and act on the reports of the Board of Selectmen, Town Accountant, Treasurer-Collector, Board of Assessors, Director of Public Works, Town Clerk, Tree Warden, Board of Health, School Committee, Contributory Retirement Board, Library Trustees, Municipal Light Board, Finance Committee, Cemetery Trustees, Community Planning & Development Commission, Town Manager and any other Board or Special Committee.

Board of Selectmen

ARTICLE 3 To choose all other necessary Town Officers and Special Committees and determine what instructions shall be given Town Officers and Special Committees, and to see what sum the Town will raise by borrowing or transfer from available funds, or otherwise, and appropriate for the purpose of funding Town Officers and Special Committees to carry out the instructions given to them, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 4 To see if the Town will vote to amend the FY 2004 - FY 2013 Capital Improvements Program as provided for in Section 7-7 of the Reading Home Rule Charter and as previously amended, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 5 To see if the Town will vote to authorize the Board of Selectmen to sell, or exchange, or dispose of, upon such terms and conditions as they may determine, various items of Town tangible property, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 6 To see if the Town will vote to authorize the payment during Fiscal Year 2003 of bills remaining unpaid for previous fiscal years for goods and services actually rendered to the Town, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 7 To see if the Town will vote to amend one or more of the votes taken under Article 13 of the Warrant of the Annual Town Meeting of April 28, 2003, as amended by Article 5 of the Subsequent Town Meeting of November 10, 2003, relating to the Fiscal Year 2004 municipal budget, and to see what sum the Town will raise by borrowing or transfer from available funds, or otherwise, and appropriate as the result of any such amended votes for the operation of the Town and its government, or take any other action with respect thereto.

Finance Committee

ARTICLE 8 To see if the Town will vote to approve the FY 2005 – FY 2014 Capital Improvements Program as provided for in Section 7-7 of the Reading Home Rule Charter, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 9 To see what sum the Town will vote to establish revolving funds under Chapter 44, Section 53E½ for any or all of the following purposes:

- ♦ Using the receipts generated through the sale of compost and recycling bins to purchase additional compost and/or recycling bins;
- ♦ Administering the consultant fee provision of Reading General Bylaws Section 5.7, Wetland Protection;
- ♦ Using all or part of the receipts generated from the issuance of Building, Plumbing or Gas and Wiring permits for the Walkers Brook Crossing Development to pay the costs of oversight and inspection of the development on that site;

and to pay for related expenditures, and to determine the total amount of expenditures during Fiscal Year 2004 which may be made from each such fund, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 10 To see what sum the Town will raise by borrowing or transfer from available funds or otherwise and appropriate for the purpose of designing and constructing sidewalks, curbing and related improvements on Franklin Street west of Main Street and on abutting streets as necessary for the purpose of providing pedestrian access to the new elementary school being constructed at the end of Sunset Rock Lane, as approved by the passage of a capital exclusion referendum question under General Laws, Chapter 59, Section 21C on March 2, 2004, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 11 To see if the Town will amend the General Bylaws of the Town of Reading by approving the regulation of the keeping, storing, using, manufacturing, selling, handling, and disposing of crude petroleum or any crude petroleum products within the Town of Reading; or take any action relative thereto.

5.17 Storing and Handling of Crude Petroleum or Any Crude Petroleum Products

5.17.1 Authority

The Town of Reading adopts this Bylaw under its home rule powers; its constitutional police powers to protect the public health, safety, and welfare; and under Section 21 of Chapter 40 of the General Laws, which provides that a town may make bylaws that are conducive to its welfare. In addition, Section 9 of Chapter 148 of the General Laws authorizes the Town to adopt and enforce a bylaw for the keeping, storing, using, manufacturing, selling, handling, or disposing of crude petroleum or any of its products, not inconsistent with the rules of the Massachusetts Board of Fire Prevention published at 527 Code Mass. Regulations.

5.17.2 Findings and Purpose

Environmental contamination can bankrupt site owners, lower or destroy land values, drive out residents and industry, depress the local economy, and endanger public health.

Most petroleum products do not readily decompose into harmless components but remain in dangerous forms and penetrate into and throughout the environment by moving through water, soil, and fissures in the bedrock.

The groundwater of the Town is the sole source of its existing drinking water supply. The Town obtains its public water supply from nine wells located in a sand/gravel aquifer within the Ipswich River Basin. These Town wells are shallow, ranging from 30 to 70 feet in depth. Eight of the wells are located in the One Hundred-Acre Meadow.

Releases of crude petroleum or any of its products onto the ground and surface waters have adversely affected and repeatedly threaten the quality of the groundwater supplies and related surface water resources, posing substantial public health and safety hazards.

Unless stricter preventive measures are adopted to manage the storage, use, and generation of crude petroleum and its products and prohibit the release of these substances within the Town, further releases of such materials will predictably occur, and with greater frequency and degree of hazard by reason of increasing construction, commercial and industrial development, population, and vehicular traffic in the Town and surrounding areas. In addition, the cleanup of releases requires expeditious measures to avoid widespread environmental damage to the resources of the Town of Reading.

5.17.3 Definitions

For the purposes of this Bylaw, the following words and phrases shall have the meanings given.

5.17.3.1 Crude petroleum or any of its products: This term shall mean one or more of the following:

- a. Crude oil or any fraction thereof, which is liquid at standard conditions of temperature and pressure (60°F and 14.7 lbs. per square inch absolute); and
- b. All liquid hydrocarbon products including, but not limited to, gasoline of any grade, motor fuels, kerosene, home heating oils, diesel fuels.

5.17.3.2 Handle: To use, to deal with, to act on, to sell, to manufacture, or to dispose of something.

5.17.3.3 Operator: The individual who has effective control of a business operation, an organization (for profit or non-profit), or local office of a governmental agency.

5.17.3.4 Owner: The individual who has legal ownership of a site. For the purpose of this Bylaw, the Board of Selectmen shall be entitled to rely on the most current list of owners in the records of the Reading Board of Assessors as providing sufficient evidence of ownership.

5.17.3.5 Release: The accidental or intentional spilling, leaking, pumping, discharging, pouring, emitting, emptying, or dumping of crude petroleum or any of its products upon or into any land, air, or waters of the Town of Reading. Release includes, without limitation, leakage of crude petroleum or any of its products from failed or discarded containers or storage systems; disposal of crude petroleum or any of its products into any sewage disposal system, dry well, catch basin, unapproved waste landfill; and any other discharge of crude petroleum or any of its products into the environment.

5.17.3.6 Site: Any real estate, personal property, facility, building, structure, installation, equipment, pipe, or pipeline including any pipe into a storm drain, sewer, or treatment works, well, pit, pond, lagoon, impoundment, ditch, tank, landfill, storage container, or any other place or area to, from, or at which crude petroleum or any of its products have been stored, used, manufactured, sold, handled, disposed, or discharged.

5.17.3.7 Store: To keep or contain crude petroleum or any of its products in such a manner as not to constitute handling or otherwise use or disposal of such substances or materials. Notwithstanding the aforesaid, the term "store" shall not include the maintaining of crude petroleum or any of its products that are in transit.

5.17.3.8 Threat of release: A substantial likelihood of a release that requires action to prevent or mitigate an imminent threat to the life, health, or safety of the public that may result from such release.

5.17.4 Fire Department Permits under 527 Code Mass. Regulations

The Reading Fire Department shall promulgate regulations for the issuance and renewal of permits authorized by Title 527 Code of Mass. Regulations, Section 9. Said regulations shall include, but not be limited to, a yearly issuance date for said permits and a reasonable fee therefore as provided under Section 10A of Chapter 148 of the General Laws. If any provision of said regulations conflict with State law, the State law shall control.

The Reading Fire Department may condition any permit and, according to law, may enter upon any site at any reasonable time to inspect for compliance of the permit conditions. Upon request of the Fire Department, the owner, an individual identified on a permit, or operator of any site shall furnish all information required to monitor compliance with the conditions of said permit and the regulations promulgated under this Bylaw.

5.17.5 Local Permit: Administering Body, Promulgation of Regulations

5.17.5.1 Administration: The Board of Selectmen of the Town of Reading shall administer this Bylaw and the regulations promulgated under this Bylaw for said local permits.

5.17.5.2 Regulation Promulgation:

The Board of Selectmen shall promulgate regulations to effect the purposes of this Bylaw in accordance with Section 4.11 of the Bylaws of the Town of Reading. Failure by the Board of Selectmen to promulgate such regulations or a legal declaration of their invalidity by a court of law shall not act to suspend or invalidate the effect of this Bylaw.

The regulations so adopted are intended to be in addition to and more restrictive than the provisions of 527 Code of Mass. Regs., and consistent with the provisions of relevant Federal and state law that concern the handling and storage of hazardous materials and the protection of public water supplies. If any provision of said regulations conflict with State law, the State law shall control.

The regulations shall specify the petroleum products and quantities thereof that shall be regulated by a local permit authorized under this Bylaw, as further described in Section 5.17.5 of this Bylaw, and the fees for the issuance, renewal, and amendment of such a local permit.

As part of its regulations, the Board of Selectmen shall require an owner of a business, home occupation, or industry or the operator of an organization or governmental agency located in the Town of Reading that handles or stores crude petroleum or any of its products of a certain quantity or that is located in an area of Town that presents a high risk to groundwater or surface water should a release of any amount occur, as those criteria are defined by regulation, to register with the Board of Selectmen. Such registration shall include an inventory, the location of the site, the name of the owner and operator, and any other requirement deemed necessary by the Board of Selectmen in its regulations.

5.17.6 Local Permit: Issuance, Renewal and Amendment**5.17.6.1 Issuance of a Local Permit:**

After reviewing the registration information mandated by its regulations, the Board of Selectmen may require an owner of a business, home occupation, or industry or the operator of an organization or governmental agency located in the Town of Reading that handles or stores crude petroleum or any of its products of a certain quantity or that is located in an area of Town that presents a high risk to groundwater or surface water should a release of any amount occur, as those criteria are defined by regulation, to obtain a local permit from the Board of Selectmen.

Landowners subject to the licensing requirements of Section 13 of Chapter 148 of the General Laws shall be required to obtain a local permit authorized under this Bylaw in addition to said license.

The Board of Selectmen shall only issue a local permit under this Bylaw after a public hearing, duly noticed by publication, seven days before the scheduled hearing, in a newspaper of general circulation in Reading and by mailing, certified mail return receipt, notice of the time and place of the hearing to all owners of property abutting said site within 300 feet as certified by the Assessor's Office in Reading and adjoining municipalities. The cost of such notice shall be borne by the applicant.

All applicants for a local permit under this Bylaw shall submit with the local permit application a contingency plan showing where and how all regulated crude petroleum or any of its products shall be handled and stored and the methods for containing any release. The Board of Selectmen shall only issue or renew a local permit under this Bylaw where the Board determines that the contingency plan shall ensure that any release will be totally contained and not reach any surface water or groundwater or flow into any onsite sewage disposal system, sewer system, catch basin, dry well, stormwater management structure, or drainage structure. The Board of Selectmen shall require the approval of the Reading Fire Department of any contingency plan and require the contingency plan to be posted at a location acceptable to the Reading Fire Department. The Board of Selectmen by regulation may require certain precautions to be included in every contingency plan, including but not limited to proper and adequate maintenance of containment and emergency equipment and the identification of the person responsible for implementing the contingency plan and reporting any release.

The Board of Selectmen may issue a local permit under this Bylaw for no more than five years or for a shorter time where the Board of Selectmen decides that a shorter time is appropriate in the best interests of the Town. Any such local permit granted hereunder shall be subject to such conditions and restrictions as may be prescribed by the Board of Selectmen, which may include a condition that the local permit be exercised to such extent and within such period as may be fixed by the Board of Selectmen.

5.17.6.2 Renewal of a Local Permit Authorized under this Bylaw:

A local permit issued by the Board of Selectmen under the provisions of this Bylaw may be renewed for additional periods of five years or for an addition period of less than five years where the Board of Selectmen decide that such shorter time is appropriate in the best interests of the Town. Upon renewal, the Board of Selectmen may impose restrictions or conditions in addition to or in lieu of those imposed in the original local permit.

A local permit authorized under this Bylaw will expire if not renewed before the end of the initial time period. It shall be the responsibility of the owner and the operator to apply for such local permit renewal at least sixty (60) days in advance of the expiration date of the local permit.

The Board of Selectmen shall not renew any local permit authorized under this Bylaw without a site inspection by the Reading Fire Department or other qualified person as may be designated by the Board of Selectmen.

The Board of Selectmen may, but need not, conduct a public hearing upon the application for renewal and may issue at a public meeting such renewal local permit upon receipt of the application fee, a completed renewal application form designated by the Board of Selectmen, a complete inventory, a satisfactory contingency plan, and a favorable site inspection. The above stated renewal requirements are a minimum and the Board of Selectmen may require more extensive information in its regulations.

5.17.6.3 Amendment of a Local Permit Authorized under this Bylaw:

Any local permit issued under this Bylaw must be amended where the owner or operator wishes to change any parameter, without enlargement, upon which the local permit was issued. Expansion of the originally permitted activity requires an application for a new local permit.

The Board of Selectmen by regulation shall set the minimal information that must be submitted upon application for an amended local permit and, after a site inspection and public hearing duly noticed as provided in Section 5.17.5.1, the Board may amend such local permit.

5.17.6.4 Abandonment of Use under Local Permit:

The Board of Selectmen may, by regulation, determine the process that must be followed by the holder of the local permit where the site ceases to be used for the keeping, storing, using, manufacturing, selling, handling, or disposing of crude petroleum or any of its products.

Nothing in such regulations shall be interpreted to be a revocation of a license granted under Section 13 of Chapter 148 of the General Laws. In addition, State law shall control the abandonment of above ground or below ground storage tanks.

5.17.7 Enforcement of Local Permit Authorized under this Bylaw**5.17.7.1 Prohibitions:**

Releasing any crude petroleum or any of its products upon the ground; into any surface or groundwater; or into any sewage disposal system, sewer system, catch basin, dry well, stormwater management structure, or drainage structure within the Town of Reading is prohibited.

Maintaining a site that constitutes a threat of release of crude petroleum or any of its products is prohibited.

Owning or operating a business, home occupation, or industry or operating an organization or governmental agency that handles or stores crude petroleum or any of its products without registering it or obtaining the applicable local permits as shall be specified in this Bylaw or the regulations promulgated thereunder is prohibited.

5.17.7.2 Enforcement:

The Board of Selectmen and the Reading Fire Department shall enforce the provisions of this Bylaw. A member of the Board of Selectmen, the Reading Fire Department, or their designee, may enter, according to law, upon any site at any reasonable time to inspect for compliance and threat of release.

Upon request of the Fire Department, the owner, an individual identified on a local permit, or operator of any site shall furnish all information required to monitor compliance with this Bylaw, the regulations promulgated hereunder, and the conditions of said local permit. Nothing herein shall preclude the Reading Fire Department from

requiring pressure-testing for underground tanks or testing of samples of soil, wastewater, groundwater, or other material from the site. All expenses associated with the required collecting and testing shall be borne by the owner or operator.

All records pertaining to storage, removal, and disposal of crude petroleum or any of its products shall be retained for no less than five years by the owner or operator and such records shall be made available for review by the Board of Selectmen upon request.

5.17.7.3 Violation Notices and Orders:

The Board of Selectmen and the Reading Fire Department are authorized to issue notices of violation, cease and desist orders, and other enforcement orders to compel compliance with this Bylaw, the regulations promulgated thereunder, and the conditions of any local permit issued by the Board of Selectmen as the Board of Selectmen or the Fire Department deems necessary and appropriate.

The Board of Selectmen or the Reading Fire Department shall give written notice of any violation to the operator and owner of the site. Such written notice shall specify the nature of the violation; any corrective measures that must be undertaken, including containment and cleanup of discharged materials and sampling and analysis before, during, and after cleanup; any preventive measure required for avoiding future violations, including long-term monitoring; and a time for compliance.

Any requirements specified in a violation notice or an order shall be reasonable in relation to the public health hazard involved and the difficulty of compliance, but shall not be less than required under Federal or State law.

The cost of containment and cleanup shall be borne by the owner and operator of the site. Any charges that the Town incurs in any cleanup process shall be borne by the owner and operator of the site and shall be collectable as a charge owed the Town in accordance with Section 58 of Chapter 40 of the General Laws.

5.17.7.4 Penalties:

The Board of Selectmen may suspend, modify, or revoke a local permit issued under this Bylaw for due cause, which shall include but not be limited to failure to comply with any section of this Bylaw, failure to perform the conditions set forth in the approved contingency plan, or violation of any condition of the local permit.

Any person who violates any section of this Bylaw shall be fined as provided in Section 1.5 of the Bylaws of the Town of Reading. Each day that an individual fails to comply with an order of the Fire Department under this Bylaw shall constitute a separate violation.

In addition to any other means of enforcement, the provisions of this Bylaw may be enforced by the non-criminal disposition procedure in accordance with the provisions of Section 5.11 of these Bylaws and of Section 21D of Chapter 40 of the General Laws. For the purposes of such non-criminal disposition, the term "enforcing person" shall mean any member of the Reading Fire Department. Further, the enforcing person may enter onto any property and in any building thereon for the purpose of inspecting or

investigating any violation of this Bylaw or enforcing the same, except no dwelling unit shall be entered without the consent of the resident or other person authorized by law to give such consent.

or take any other action with respect thereto.

Board of Selectmen

ARTICLE 12 To see what sum the Town will raise by borrowing, or from the tax levy, or transfer from available funds, or otherwise, and appropriate for reconstructing surface drains, sewers and sewerage systems, including the cost of consulting engineering services, designs, plans, contracts, specifications, equipment, inspection fees, contingencies and related facilities and expenses related thereto and necessary in connection therewith, said sum to be spent under the direction of the Board of Selectmen; and to see if the Town will vote to authorize the Board of Selectmen or any other agency to file an application(s) for a grant or grants to be used to defray all or any part of said sewer construction and/or reconstruction and related matters; and to see if the Town will vote to authorize the Board of Selectmen to enter into any or all agreements as may be necessary to carry out the purpose of this Article, including but not limited to, the applications and acceptance of a grant and a non-interest bearing loan from the Massachusetts Water Resources Authority, and to authorize the Treasurer-Collector, with the approval of the Board of Selectmen, to borrow pursuant to said loan, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 13 To see what sum the Town will vote to raise by borrowing under Chapter 44, Sections 7 (3) and 7 (3A) or Chapter 70B of the General Laws of the Commonwealth of Massachusetts, or pursuant to any other enabling authority and appropriate for the purpose of constructing an addition, remodeling, reconstructing and making extraordinary repairs to the Alice M. Barrows School on Edgemont Avenue, including the costs of original furnishings and equipment, landscaping, paving, and other site improvements, engineering and architectural fees, plans, and specifications, inspections fees, relocation costs, contingencies, and related expenses incidental thereto and necessary in connection therewith, said sum to be expended by and under the direction of the School Committee as an addition to, and in conjunction with, the sum authorized by vote under Article 5 of the Warrant for the Special Town Meeting of December 7, 1998, and Article 12 of the Warrant for the Annual Town Meeting of April 24, 2000; and that the Town vote to authorize the School Committee to file applications for a grant or grants to be used to defray all or any part of the cost of said school renovations and addition and related matters, and that the Town vote to authorize the School Committee to enter into all contracts and agreements as may be necessary to carry out the purposes of this Article. Further, to see what authorized but unissued amount the Town will vote to rescind from the authorization for the new elementary school approved on November 15, 1999 under Article 14 in the amount of \$9,100,000, or take any other action with respect thereto.

School Committee

ARTICLE 14 To see if the Town will vote to accept the provisions of Chapter 137 of the Acts of 2003 relative to pay for active duty members of the National Guard and Reserves, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 15 To see if the Town will vote to accept one or more gifts to be administered by the Commissioners of Trust Funds, such gifts to be used for the purposes for which they are given to the Town, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 16 To see if the Town will vote to amend Article 55, Section 5.5.1 of the Town of Reading Bylaws from "No person shall fire or discharge any fireworks, firearms, cannon or explosives of any kind..." to "No person shall fire or discharge any fireworks, firearms, bow and arrow, cannon or explosives of any kind..."

By petition

ARTICLE 17 To see if the Town will vote to authorize the Board of Selectmen to convey a portion of Plot 65, Lot 7 to the Reading Housing Authority and to authorize the Board of Selectmen to acquire a portion of Plot 65, Lot 6 from the Reading Housing Authority, under such terms and conditions as the Board of Selectmen shall determine, or take any other action with respect thereto.

Reading Housing Authority

ARTICLE 18 To see if the Town will vote to authorize the Board of Selectmen to petition the General Court to approve a Home Rule Petition, pursuant to Article LXXXIX of the amendments to the Massachusetts Constitution of the Commonwealth to accomplish the removal of the position of Chief of Police from the provisions of Chapter 31 of the General Laws of the Commonwealth of Massachusetts, known as the "Civil Service" provisions, and such legislation shall be generally in the following form:

Section 1 - The position of Chief of Police shall no longer be subject to Chapter 31 of the General Laws.

Section 2 - Section 1 shall not impair the Civil Service status of any person holding the office of Chief of Police of the Town of Reading on the effective date of this act.

And, further, that the Board of Selectmen is hereby authorized to take all necessary action in support of this Article, or take any other action with respect thereto.

Board of Selectmen

ARTICLE 19 To see if the Town will vote to determine how much money the Town will raise by borrowing, or from the tax levy, or transfer from available funds, or otherwise, and appropriate for the operation of the Town and its government for Fiscal Year 2005 beginning July 1, 2004, or take any other action with respect thereto.

Finance Committee

ARTICLE 20 To see if the Town will vote to amend Section 4.9.2 of the Reading Zoning By-Law, entitled "Overlay Districts" to add a new third paragraph so that the section shall read as follows:

Planned Unit Development Districts shall take the form of overlay districts covering all or part of Industrial Districts, the Business A District and designated portions of Residential Districts on the Reading Zoning Map. For any land within a PUD District, a Developer may choose to conform either to the zoning regulations which govern the underlying district or to the PUD overlay regulations and procedures set forth by this Section, whose specific provisions shall supersede all other provisions in the Zoning By-Laws with respect to the underlying district including, without limitation, use, intensity, dimensions, parking and site plan review; however, the provisions of any other overlay district shall continue to apply.

Planned Unit Development Districts are overlaid on three zoning districts: Industrial, Business A and Residential Zones. Section 4.9 controls development in this overlay utilizing the following terms: PUD-I for Planned Unit Development District - Industrial for PUD's overlaid in the industrial zone, PUD-B for Planned Unit Development District - Business for PUD's overlaid in the business zone and designated portions of adjacent residentially-zoned land; and PUD-R for Planned Unit Development District-Residential overlaid in the residential zone. Any reference noted herein to "PUD" generally denotes the requirements and controls are for developments for PUD's in Business, Residential and Industrial zones.

Add to 4.9.2 as 3rd Paragraph

Planned Unit Development-Business District as an Overlay District

A PUD-B District shall take the form of an overlay district covering an underlying Business A District and may include land situated within the S-15 District that was a part of a lot existing on January 1, 2003, a portion of which lot was also in the Business A District, but only as is applied to a specific parcel or parcels through a formal and proper amendment to the Reading Zoning Map. A PUD-B Overlay District may be applied only through action by Town Meeting to amend the Reading Zoning Map placing such land within the PUD-B Overlay District.

And further, to see if the Town will vote to amend the Reading Zoning By-Laws entitled "Overlay Districts" to add a new Section 4.9.7 as follows:

4.9.7. Use and Dimensional Requirements in the PUD-B

The following use and dimensional requirements shall be adhered to by all PUD-B Special Permit developments that lie within a PUD-B Overlay District and which shall be used by the CPDC in evaluating each PUD-B development proposal.

4.9.7.1 Parcel Size and Eligibility:

The minimum land area of a project under a PUD-B Special Permit is three (3) acres in size.

A development parcel may consist of land in more than one ownership, provided that all land comprising the parcel lies entirely within the PUD-B Overlay District and is contiguous. Lots separated by a minor street as defined in Section 4.9.2.1 or right-of-way or private way may be considered, in CPDC's discretion, contiguous for this purpose.

Proposed developments may include pre-existing buildings provided that all PUD requirements are satisfied by each new or existing building and for the PUD as a whole. More than one principal building may be located on a lot, Section 5.2.8. notwithstanding.

Permitted Uses in the PUD-B

The following uses may be allowed by a PUD-B Special Permit, subject to the findings of the CPDC as to the net benefit and adverse impacts of the proposed PUD:

- a. Within a PUD-B Overlay District, any portion of land that is within the underlying Business A District or within 30 feet of the underlying Business A District zoning boundary line may be used for those various uses allowed within the underlying Business A District, excepting that Automotive Uses and enclosed storage as a primary use as listed in the Table of Uses in Section 4.2.2 (Table of Uses), and fast food restaurant or drive-thru uses shall not be allowed.
- b. Any land within the PUD-B Overlay District that is both in the underlying residential district and more than 30 feet from the underlying Business A District zoning boundary line may only be used for the parking of registered motor vehicles in a parking lot or structure, related driveways, landscaping, lighting, fencing, drainage systems and containerized and enclosed trash storage, all as accessory uses for the uses allowed elsewhere in the PUD-B Overlay District subject to conditions imposed by the CPDC.

4.9.7.3 Intensity of Use in PUD-B

4.9.7.3.1 Uses as described in 4.9.7.2:

The basic permitted intensity of a business use in a PUD-B development, expressed as the Floor Area Ratio as defined in Section 4.9.2.1.f, may not exceed 0.50. In order to assist in making this calculation, plans submitted for a PUD-B Special Permit that propose such a use shall show what portion and area of the development parcel will be put to such use.

Areas which have been counted to satisfy the intensity limit for residential use may not be counted also to satisfy the intensity limit for business/commercial use and areas which have been counted to satisfy the intensity limit for business/commercial use may not be counted also to satisfy the intensity limit for residential use.

4.9.7.4 Dimensional Requirements:

4.9.7.4.1 Building Height. The maximum building height within a PUD-B Overlay District shall be as follows:

- a. Any portion of an allowed structure that is within an underlying residential zoning district portion of a PUD-B Overlay District and that is farther than 30 feet from the underlying Business A zoning boundary line shall not be greater in height than is allowed in the underlying zoning district in which it is located.
- b. Any portion of a building that is in an underlying Business-A Zoning District or is within 30 feet of an underlying Business-A Zoning District shall be no higher than 50 feet.

4.9.7.4.2 Setbacks and Buffers in a PUD-B:

- a. The extent of buffering and setbacks shall in every case be based upon the following criteria as reviewed by the CPDC:
 - ◆ Existing topography
 - ◆ Existing vegetation
 - ◆ Existing and Proposed Structures within and outside the PUD-B District
 - ◆ Proximity to Residential Dwellings
- b. The minimum front, side and rear yard requirements shall be the same as in the underlying districts except that the minimum front yard set-back may be as little as 30 feet if there is no parking in the front yard.
- c. **Parking/Loading.** The parking and loading requirements contained in Section 6.1.1.3 shall apply. Parking spaces shall be at least 8.5 by 18 feet, with provision for larger spaces as required by the CPDC to accommodate short term parking, handicapped and larger vehicles.
- d. **Shadow Impact.** Between 9:00 a.m. and 3:00 p.m. (EST) from February 21st to October 21st, no building within a PUD-B Overlay District shall cast a shadow on any dwelling in existence at the time of a PUD-B Preliminary Plan submission.

Private Ways

All on-site and off-site improvements, which include the installation of utilities, public lighting, sewers and other public improvements, shall be constructed according to the standards of the Reading Public Works Department and other appropriate departments and conditions imposed by the CPDC.

Amend Section 4.2.2 Table of Uses by adding the following line under the existing captions:

Principal Uses	RES	RES	RES	BUS	BUS	BUS	IND
	s-15, s-20, s-40	A-40	A-80	A	B	C	
PUD-B	SPP*	No	No	SPP*	No	No	No

Community Planning and Development Commission

ARTICLE 21 To see if the Town will vote to amend the Town of Reading Zoning Map to designate the following land, currently zoned as Business A and S-15, as being within the Planned Unit Development – Business (PUD – B) Overlay District:

Land situated on the westerly side of Main Street, Reading, MA, being shown on Assessors' Map 11 as lots 11 and 12, and being further described on Exhibit A attached hereto and incorporated herein by reference.

or to take any other action with respect thereto.

Community Planning and Development Commission

ARTICLE 22 To see if the Town will vote pursuant to Section 2-6 of the Reading Home Rule Charter to declare the seats of certain Town Meeting Members to be vacant and remove certain described persons from their position as Town Meeting Members for failure to take the oath of office within 30 days following the notice of election or for failure to attend one half or more of the Town Meeting sessions during the previous year, or take any other action with respect thereto:

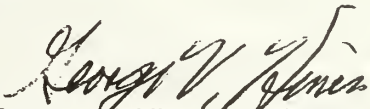
Precinct 2	Amanda Lee Foulds
Precinct 3	Robert J. Coffey Paul J. Murphy Robert M. Murphy
Precinct 4	Matthew L. Wilson
Precinct 8	Frederick F. Martin Jr.


Board of Selectmen


and you are directed to serve this Warrant by posting an attested copy thereof in at least one (1) public place in each precinct of the Town not less than fourteen (14) days prior to March 2, 2004, the date set for the Election in said Warrant, and to publish this Warrant in a newspaper published in the Town, or by mailing an attested copy of said Warrant to each Town Meeting Member at least fourteen (14) days prior to the time of holding said meeting.

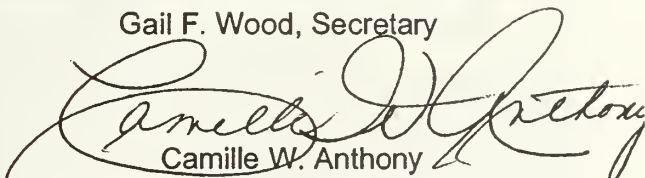
Hereof fail not and make due return of this Warrant with your doings thereon to the Town Clerk at or before the time appointed for said meeting.

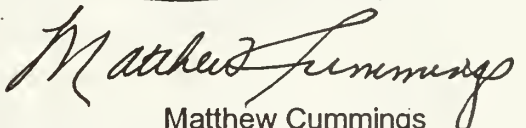
Given under our hands this 27th day of January 2004.



George V. Hines, Chairman


Richard W. Schubert, Vice Chairman


Gail F. Wood, Secretary


Camille W. Anthony


Matthew Cummings
SELECTMEN OF READING


Thomas H. Freeman, Constable

ANNUAL TOWN ELECTION

March 2, 2004

Pursuant to the Warrant and the Constable's Return thereon, a General Election was held for all eight precincts at the Hawkes Field House. The Warrant was partially read by the Town Clerk, Cheryl A. Johnson, when on motion of Fred Van Magness, it was voted to dispense with the further reading of the Warrant, except the Constable's Return, which was then read by the Town Clerk. The ballot boxes were examined by the respective Wardens and each found to be empty and registered 00.

The Town Clerk declared the polls open at 7:00 a.m. and closed at 8:00 p.m., with the following results:

5505 ballots (34%) of registered voters cast as follows:

Moderator for one year - Vote for One									
<i>Candidate</i>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Alan E. Foulds*	543	402	378	565	424	526	524	506	3868
Other	3	3	0	2	0	1	5	2	16
Blanks	186	181	152	223	205	245	215	214	1621
Total	732	586	530	790	629	772	744	722	5505
*Elected									

Board of Selectmen for three years - Vote for Two									
<i>Candidate</i>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Richard W. Schubert*	433	265	220	405	300	390	458	373	2853
Joseph G. Duffy*	304	244	286	410	313	390	263	271	2481
Patrick M. Fennelly	295	265	221	323	283	335	328	276	2326
Other	3	3	2	5	1	1	3	2	17
Blanks	429	395	331	437	361	419	436	522	3330
Total	1464	1172	1060	1580	1258	1544	1488	1444	11010
*Elected									

Board of Assessors for three years - Vote for One									
<i>Candidate</i>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Ralph Colorusso*	469	375	341	494	383	510	454	453	3479
Other	2	3	0	0	0	1	2	0	8
Blanks	261	208	189	296	246	261	288	269	2018
Total	732	586	530	790	629	772	744	722	5505
*Elected									

Board of Library Trustees for three years - Vote for Two

<i>Candidate</i>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
William A. Anthony*	75	33	33	91	69	63	66	53	483
Karen E. Brown*	86	19	27	68	55	79	71	43	448
Neil L. Cohen	21	22	7	63	15	25	23	30	206
Richard H. Curtis	26	13	16	56	20	57	34	26	248
David P. Hutchinson	11	11	4	11	0	15	14	16	88
George E. Lonergan, Jr.	24	13	47	37	33	35	26	27	242
Other	19	15	11	9	0	3	13	9	87
Blanks	1202	1046	915	1245	1052	1267	1241	1240	9208
Total	1464	1172	1060	1580	1258	1544	1488	1444	11010
*Elected									

Municipal Light Board for three years - Vote for Two

<i>Candidate</i>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
William J. Hughes, Jr.*	411	336	317	441	342	451	431	389	3118
Philip B. Pacino*	418	341	315	449	364	462	423	393	3165
Other	2	2	0	1	2	0	2	0	9
Blanks	633	493	428	689	550	631	632	662	4718
Total	1464	1172	1060	1580	1258	1544	1488	1444	11010
*Elected									

School Committee for three years - Vote for Two

<i>Candidate</i>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Harvey (Pete) J. Dahl*	487	318	292	509	357	466	487	432	3339
Elaine L. Webb*	526	388	325	509	392	484	487	453	3574
Linda Phillips	1	2	1	1	1	0	1	3	19
Other	6	3	2	4	2	2	3	4	26
Blanks	444	461	440	566	506	583	500	552	4052
Total	1464	1172	1060	1580	1258	1544	1488	1444	11010
*Elected									

School Committee for one year - Vote for One

<i>Candidate</i>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Lisa Gibbs*	468	299	284	507	398	422	485	412	3275
Linda M. Phillips	197	191	161	195	164	288	187	221	1604
Other	0	9	1	1	1	0	0	2	5
Blanks	67	96	84	87	66	62	72	87	621
Total	732	586	530	790	629	772	744	722	5505
*Elected									

Town Meeting Members for three years - Vote for not more than Eight

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Susan Bryant Conley*	423								
Catherine S. Durant*	425								
Sheila M. Mulroy*	457								
Steven L. Perry*	447								
Jane M. Spano*	431								
John F. Russo*	344								
James K. Taylor*	404								
Alfred M. Wilkinson*	395								
Other	3								
Blanks	2527								
Total	5856								
*Elected									

Town Meeting Member for one year - Vote for not more than One

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Laura A. Wilson*	507								
Other	3								
Blanks	222								
Total	732								
*Elected									

Town Meeting Members for three years - Vote for not more than Eight

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Francis P. Burke*		334							
Joseph T. Connearney*		298							
Peter G. Coumounduros*		298							
Alice M. O'Sullivan*		324							
Anthony L. Rickley*		317							
David C. Faulkner*		320							
Walter J. Carroll*		2							
Donna L. Cabral		1							
John M. Devir, Jr.		1							
Kevin T. Flanagan		1							
Philip D. LeBlanc		1							
Steven McLaughlin		1							
Michael J. Murphy		1							
Carol L. Sampson		1							
Kim Marie Sullivan		1							
Other									
Blanks		2787							
Total		4688							
*Elected									

Town Meeting Member for two years - Vote for not more than One

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
John Visocchi*		4							
Other		10							
Blanks		572							
Total		586							
*Elected									

Town Meeting Member for one year - Vote for not more than One

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Nagel F. Stone, Jr.*		370							
Other		1							
Blanks		215							
Total		586							
*Elected									

Town Meeting Members for three years - Vote for not more than Eight

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Stephen L. Crook*			302						
Steven G. Oston*			390						
Lance Watson*			297						
William H. Downing*			299						
Donald J. Muse*			5						
Patrick A. Schettini*			4						
Catherine L. Martin*			3						
Alice C. Grau			2						
Ronald L. Wood			2						
Other			6						
Blanks			2930						
Total			4240						
*Elected									

Town Meeting Member for two years - Vote for not more than One

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
William C. Henry, Sr.			1						
William K. Reidy			1						
David Bauman Tuttle			1						
Lance Watson			1						
Other			0						
Blanks			526						
Total			530						
*Elected									

Town Meeting Member for one year - Vote for not more than One									
<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Susan M. Don			1						
Larry G. Kuhn			1						
Robert J. Shimansky			1						
Daniel B. Silva			1						
Ronald B. Stortz			1						
Other			0						
Blanks			525						
Total			530						
*Elected									

Town Meeting Members for three years - Vote for not more than Eight									
<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Andrew W. Grimes*				472					
Richard E. McDonald*				468					
Thomas J. Meharg*				447					
Ralph L. Vinciguerra*				475					
Priscilla D. Hollenbeck*				458					
Neil L. Cohen*				22					
Robert W. Lelacheur*				16					
Brian C. Snell*				14					
Other				53					
Blanks				3895					
Total				6320					
*Elected									

Town Meeting Members for three years - Vote for not more than Eight									
<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Loretta E. Cavagnaro*					332				
Christina L. DiNardo*					341				
Robert L. Fuller*					338				
Janice M. Jones*					359				
Cynthia (Cynda) R. Rohmer*					325				
Philip B. Pacino*					351				
Eileen C. O'Shea*					8				
Susan A. Giacalone*					7				
Other					23				
Blanks					2948				
Total					5032				
*Elected									

Town Meeting Members for three years - Vote for not more than Eight

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Robert A. Brown*						421			
Margaret M. Carlman*						389			
Kevin M. Douglas*						398			
James J. Fandel*						398			
Diana M. Kaine*						387			
Gail Phillips-Spence*						387			
Drucilla Wood-Beckwith*						386			
Janice A. Landry*						323			
Jacquelyn A. Mandell						230			
Robert L. Mandell						207			
Gary D. Phillips						266			
Other						10			
Blanks						2382			
Total						6176			
*Elected									

Town Meeting Members for three years - Vote for not more than Eight

<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Joanne T. Cusolito*							394		
Carol S. Grimm*							409		
Norman F. Kozlowski*							414		
Nancy B. Matheson*							399		
Sandra J. Michaud*							391		
Richard W. Schubert*							453		
Charles V. Donnelly-Moran*							375		
Frances C. Sansalone*							394		
Other							11		
Blanks							2712		
Total							5952		
*Elected									

Town Meeting Members for three years - Vote for not more than Eight									
<u>Candidate</u>	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Kim R. Honetschlager*								321	
Joseph G. McDonagh*								336	
George B. Perry, II*								350	
John H. Russell*								324	
Margaret W. Russell*								334	
Frederick Van Magness								311	
Paul Bolger*								319	
Thomas S. Gardiner*								323	
James F. Lordan, Jr.*								320	
Other								7	
Blanks								2831	
Total								5776	
*Elected									

Question 1 - Charter Amendment

Shall the Town approve an amendment to the Reading Home Rule Charter by adding the following language to Section 3-5:

"The Municipal Light Board shall hire the General Manger of the Reading Municipal Light Department and set his compensation; the General Manager shall serve at the pleasure of the Board and may be removed by vote of a majority of the entire Board after notice and hearing.

The Municipal Light Board shall appoint the Accounting Manager or Chief Accountant of the Reading Municipal Light Department; and shall appoint counsel to the Reading Municipal Light Department. The Accounting Manager or Chief Accountant as the case may be, and Counsel shall be subject to the supervision of the General Manager.

The Municipal Light Board shall approve warrants for payments of all bills and payroll of the Municipal Light Department; and shall approve all contracts and, further, all contracts shall be made in accordance with M.G.L. c.30B. Contracts for purchasing of power shall not be subject to M.G.L. c.30B but shall be approved by the Municipal Light Board.

The Municipal Light Board shall employ the Auditor appointed by the Town of Reading Audit Committee.

The Municipal Light Board shall annually set electric rates and approve an annual operating budget and Capital Improvements Program each fiscal year. Such approval will be done by a majority vote of the Municipal Light Board. After the Municipal Light Board has approved an annual operating budget and Capitl Improvements Program, it will present them to the Reading Finance Committee and Reading Town Meeting. Upon request of any of the other towns served by the Reading Municipal Light and/or Town Meeting of any such town (s)."

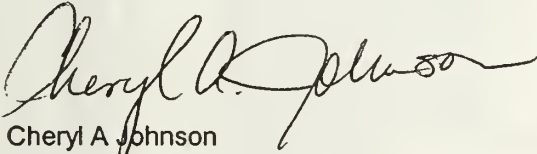
Question 1									
	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Yes	495	363	319	501	392	552	468	458	3548
No	108	87	101	93	102	94	82	121	788
Blanks	129	136	110	196	135	126	194	143	1169
Total	732	586	530	790	629	772	744	722	5505

Question 2 - Capital Exclusion - Franklin Street Sidewalks

Shall the Town of Reading be allowed to assess an additional \$483,000 in real estate and personal property taxes, pursuant to G.L. c.59, §21(i1/2), for the purpose of designing and constructing sidewalks, curbing and related improvements on Franklin Street west of Main Street and on abutting streets as necessary for the purpose of providing pedestrian access to the new elementary school being constructed at the end of Sunset Rock Lane, including the costs of engineering fees, plans, documents, cost estimates, and related expenses incidental thereto and necessary in connection therewith, for the fiscal year beginning July 1, 2004?

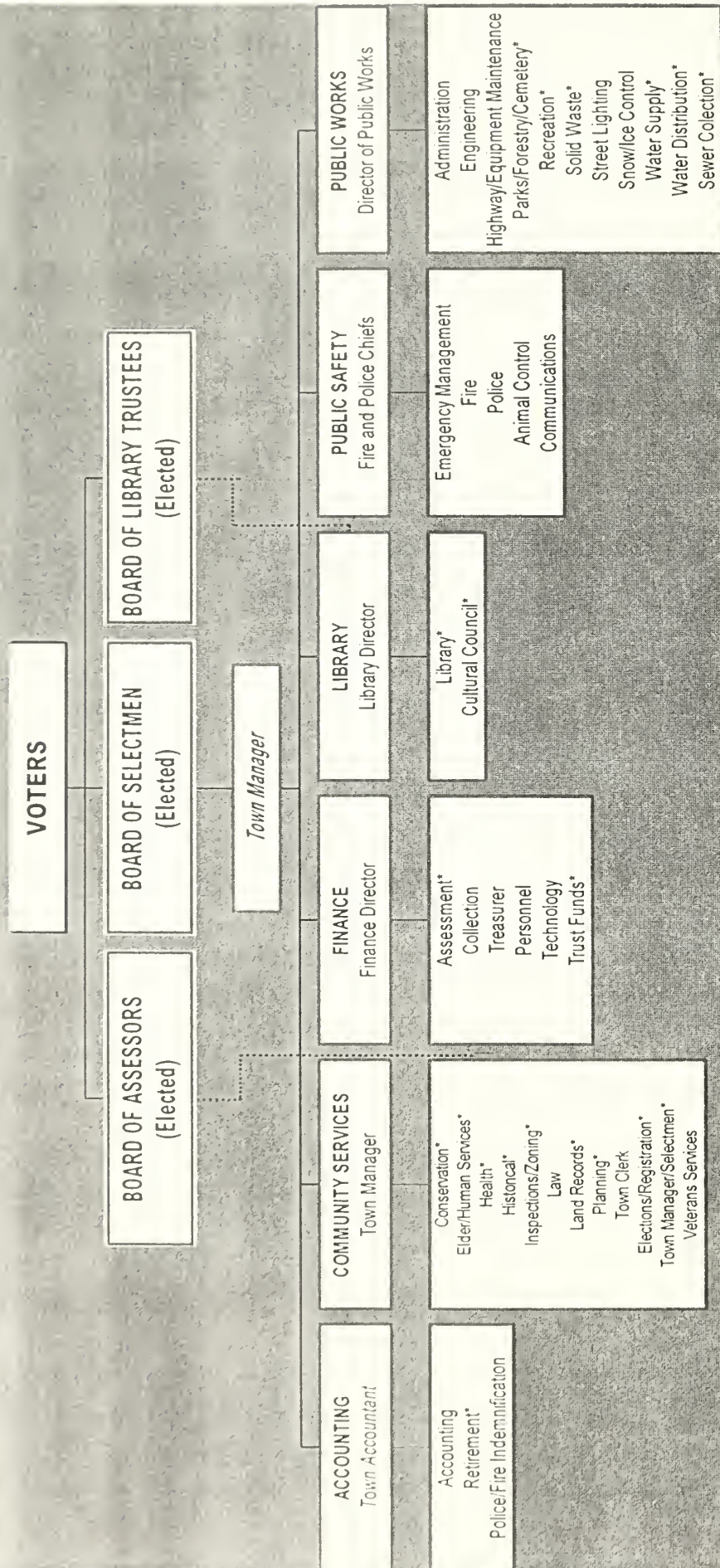
Question 2									
	<u>Pr 1</u>	<u>Pr 2</u>	<u>Pr 3</u>	<u>Pr 4</u>	<u>Pr 5</u>	<u>Pr 6</u>	<u>Pr 7</u>	<u>Pr 8</u>	<u>Total</u>
Yes	312	160	179	302	232	293	291	340	2109
No	358	330	273	358	318	420	329	312	2698
Blanks	62	96	78	130	79	59	124	70	698
Total	732	586	530	790	629	772	744	722	5505

A true copy. Attest:



Cheryl A. Johnson
Town Clerk

**TOWN OF READING
TABLE OF ORGANIZATION
EXECUTIVE BRANCH**



Italics – designates positions appointed by the Board of Selectmen

* – designates an elected or appointed Board, Committee, or Commission that works with that Division

Dashed Line indicates a relationship between an elected Board and the Department or Division

Note – The Town Manager is the acting Department Head of Community Services until a Department Head is assigned

READING PUBLIC LIBRARY

Our Business in FY 2003

Nearly three times the number of items owned by the Library, or 340,078 to be exact, circulated last fiscal year, representing an increase of 3.2% over FY02.

The number of people who visited the Library could have filled Gillette Stadium more than three times.

The number of people owning active Reading Public Library cards could fill the Fleet Center to capacity -- and require a long waiting line.

The number of children who attended programs could have filled Boston's Symphony Hall more than seven times.

Highlights of the Year

Rainforest Reading

The Children's Summer Reading Program, Rainforest Reading, inspired 1,263 children to read for a record 20,249 hours! Participation in the program increased 6% over FY 2002. The amount of reading increased 17% over FY02!

4th Annual Vehicle Day

Many Town Departments participated in the Library's 4th Annual Vehicle Day. The youngest and oldest residents, more than 800 of them, enjoyed getting a close look at police cruisers, ladder trucks, front-end loaders and more!



Readers of the Rings

More than 200 teens joined the Readers of the Rings Young Adult Summer Reading Program. A core group of students makes up the Teen Advisory Board known as TAG. TAG members helped organize and run the summer program as well as other successful endeavors.

Babies Get a SmartStart in Reading

The second year of our LSTA (Library Services and Technology Act) grant promoting early childhood literacy enabled the Library to double the services and programs available to people with children under three years of age.

Midnight Opening for Harry Potter

More than 30 people arrived at the Library, many in costume, to pick up their reserve copy of Harry Potter and the Order of the Phoenix. Just after midnight on the official release date of June 26, staff checked out the books, shared Bertie Botts Every Flavor Beans and read from the first chapter.



Reference On Call

The Library's three-year contract to provide Reference On Call service to the 54 communities that make up the Northeast Massachusetts Regional Library System was to be extended an additional year until the program was forced to end on June 30, 2003 due to Statewide budget cuts. We are proud to have been the first Library in the State to provide this service.

The Business Center Gets a Lot of Business

Seventy people a month on average use the Library's Business Center that was originally established with funds from an LSTA Grant Award in 2001. Many of the users have indicated that the resources have helped them find jobs!

Awards and Honors

"Kenya Read," the Children's Summer Reading Program in 2002, was awarded first place as the "Best Summer Reading Program in the State" by the Massachusetts Library Association.

The Reading Public Library also took home Massachusetts Library Association awards in the following categories:

- ◆ First Place: “Best Logo” for the Slackers Book Group
- ◆ First Place: “Best PR” for the Reference On Call posters with tear-off bookmarks
- ◆ First Place: “PR for Pennies” for book group advertising
- ◆ Honorable Mention: “Joint Initiative” for on-screen cinema advertising with the Beebe Library in Wakefield

Head of Children’s Services Corinne Fisher was elected Chair of the New England Roundtable of Children’s Librarians.

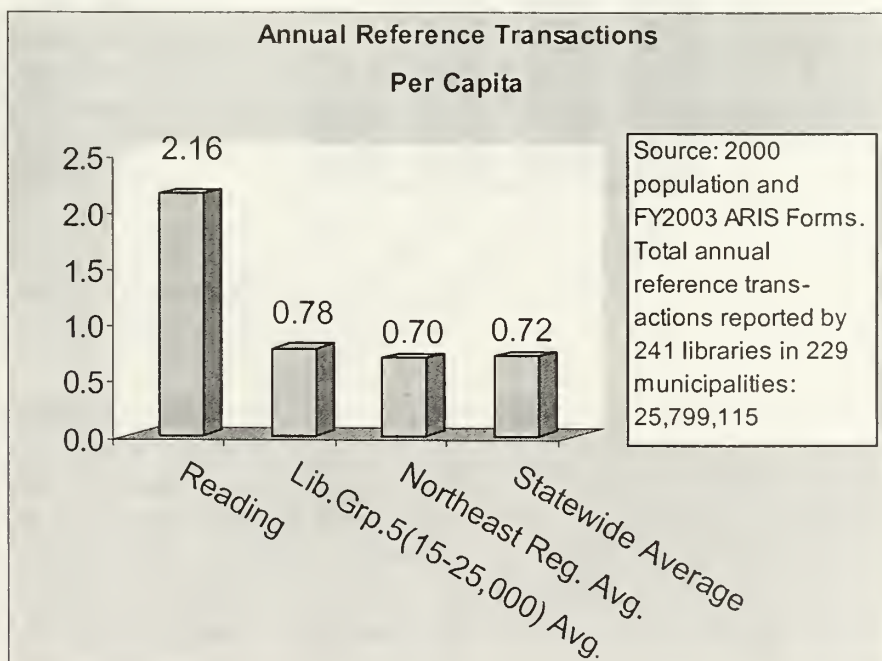
Head of Information Services Esmé Green was one of only five librarians in Massachusetts selected to attend the New England Library Leadership Symposium in Rhode Island.

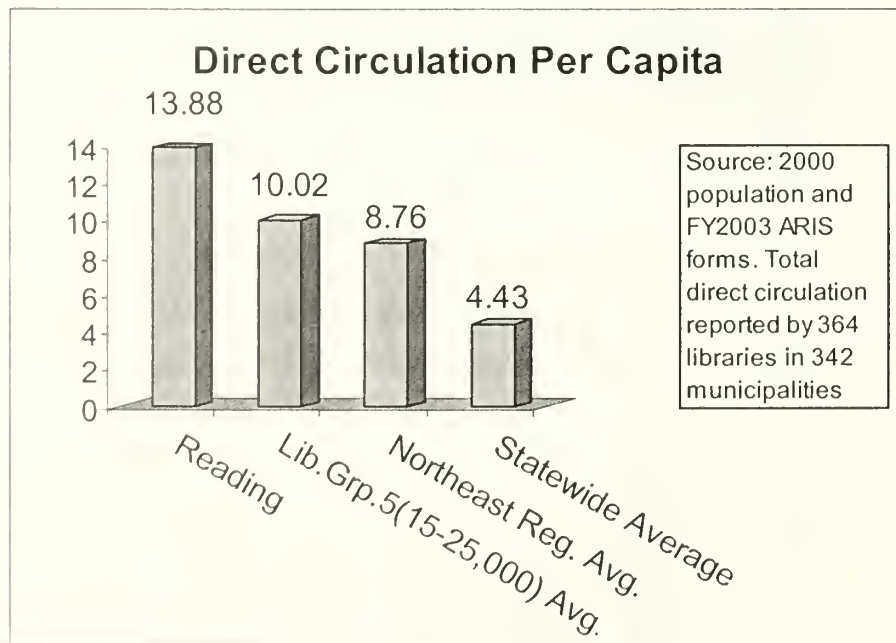
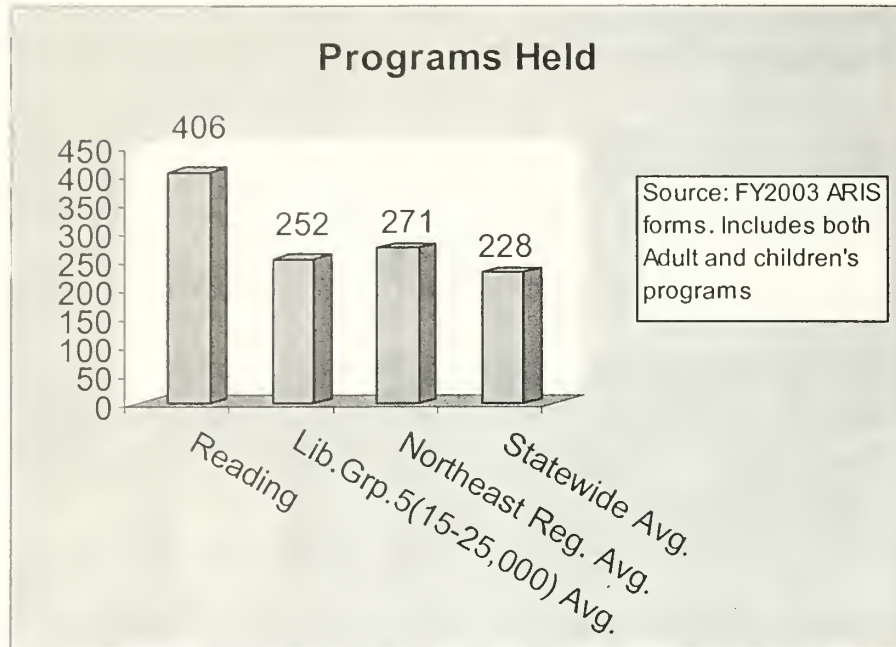
Children’s Services Librarian Rachel Baumgartner was selected to participate in YSLead, the Massachusetts Youth Services Leadership Training Conference. Head of Children’s Services Corinne Fisher served as a mentor at the Conference.

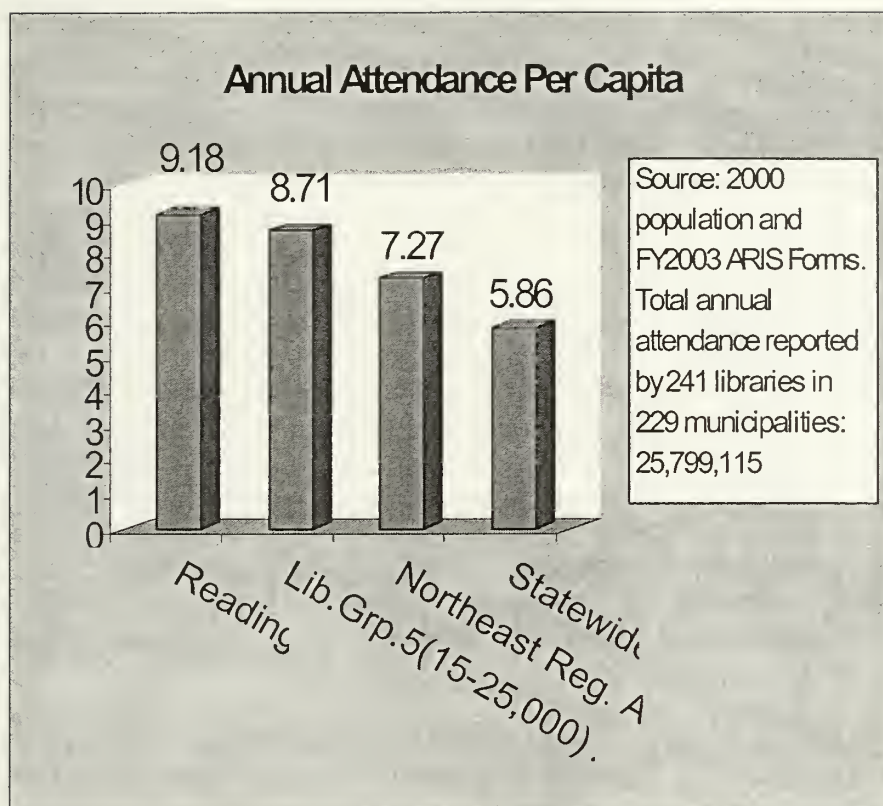
Director Kimberly Lynn was elected to serve a second term on the North of Boston Library Exchange (NOBLE) Executive Board.

Pictures Worth a Thousand Words

The following charts compare business at the Reading Public Library with business at libraries in the 15,000-25,000 population group, the Northeast Region (NMRLS) and Statewide. Data is from the ARIS (Annual Report Information Survey) submitted to the Massachusetts Board of Library Commissioners.







Thank you! Thank you! Thank you!

The Reading Public Library Board of Trustees and Library staff appreciate the community's support of the Library. Special thanks are extended to the Friends of the Reading Public Library, the Reading Public Library Foundation, other local groups and organizations as well as individual community members.

Board of Library Trustees:

Mr. Richard Ogden, Chairperson
 Ms. Victoria Yablonsky, Vice Chairperson
 Ms. Suzy Axelson

Mr. Stephen Conner
 Ms. Roberta McRae
 Ms. Karyn Storti

Personnel:

Director – Kimberly S. Lynn
 Assistant Director – Elizabeth Dickinson
 Technical Secretary - Nancy Smethurst

Reference Division:

Division Head – Esmé E. Green
 Adult Services Librarian - Nancy Aberman
 Elder Services Librarian - Lorraine Barry
 Local History Librarian – Rachel Baumgartner
 Young Adult Librarians - Susan Beauregard, Amy Lannon
 Promotional Services Librarian - Kathleen Miksis
 Librarian - Maria Vagianos

Technical Services:

Division Head – Jamie Penney
Senior Library Associate - Allison DaSilva
Senior Technician - Candace Ralto
Page – Mary DeSisto

Circulation Division:

Division Head – Michelle A. Filleul
Technicians - Dawn Didham Colford
Maureen Conwell
Mary Ellen Downey
Madeleine Gillis
Carol Macomber
Pages - Amanda Devaney
Nancy Hunt
Barbara Fay Wiese
Amelia Golini
William Kimerer
Linda Zhang

Patrice A. O'Donnell
Christine Rutigliano
*Ann Skadany
*Julie Barry

Children's Room:

Division Head - Corinne Fisher
Children's Librarians - Brenda Wettergreen
Rachel Baumgartner
Library Associate - Mary McIntire
Pages - Usha Bhimsimha
Meaghan F. Kinton
Katie Stanton
Donna Davis
Judy A. Newton

Custodian: John Davis

* Inactive Status

Respectfully submitted,

Kimberly Lynn, Director

FIRE DEPARTMENT

For the year 2003, we have seen the demand for service continue to rise. World events have increased our emergency responses and impacted our Emergency Management system. Secondly, the trend of increased requests for routine Fire Department services has continued.

The Reading Fire Department is responsible for fire suppression and prevention activities, the Emergency Medical System and Emergency Management. The Emergency Management function identifies hazards to the community. Plans are then developed and tested to create a coordinated response to any type of disaster in the community. This Department is also responsible to coordinate and apply for all reimbursement for State and Federal disaster declarations. This year, the Town of Reading received \$97,241 reimbursement for snow removal costs incurred during the Presidents' Day snowstorm.

The Reading Fire Department upgraded the level of emergency medical care we provide to the Advanced Life Support level. This is the highest level of pre-hospital care available and has resulted in a significant increase in the quality of patient care that is provided.

This was a difficult budget year due to the required mid-year budget reductions. To ensure all emergency apparatus could be staffed, all resources were placed into emergency response. The Day Officer who is responsible for fire prevention activities was assigned emergency response duties. This severely impacted the fire prevention requirements of the Department. Secondly, all maintenance work was halted to the municipal fire alarm system.

Emergency Activity

In 2003, this Department responded to 4,560 requests for emergency assistance. A brief overview of emergency activity reveals there were 68 reportable fires broken down as follows: 15 structure fires, 37 outside fires and 16 vehicle fires. There were 12 Hazardous Materials incidents and one response to investigate found military ordinance.

The Department responded to 1829 requests for emergency medical treatment. We required a mutual aid ambulance response from neighboring communities on 92 occasions and provided 60 mutual aid ambulance responses to other communities.

There were four large loss residential fires in 2003. The first occurred at 21 Sanborn Street, where fire broke out in the basement of an occupied two-story apartment building. The second fire occurred at 79 Grand Street. This fire began in the chimney for a wood stove and damaged the roof and ceiling. The third large loss fire occurred at 262 Main Street where fire broke out in an occupied building. The building was used as a business occupancy and included an apartment in the rear. The cause of the fire was due to a lightning strike. The fire damaged the attic and roof structure. The on duty crews prevented all these fires from becoming total losses due to the quick response and rapid extinguishment of the fire.

On Wednesday, September 10, 2003, a tank truck containing 10,000 gallons of liquefied natural gas overturned on Route 128 near the intersection of Route 93. The cryogenic liquid tank suffered damage to the outer insulating jacket and this compromised the insulating ability of the tank. The Reading Fire Department was the lead agency in resolving this incident and worked diligently and quickly to coordinate, facilitate and oversee the safe removal of the 10,000 gallons of product from the tank and to contain and mitigate the incident. Due to the condition of the cryogenic liquid tank and the position of the vehicle, the incident required a considerable amount of resources and technical expertise from multiple agencies throughout the State.

Emergency Medical Services

The Reading Fire Department has provided high quality Emergency Medical Services to the community since 1971. On Monday, November 24, 2003, the Reading Fire Department upgraded the level of Emergency Medical Services it provides to the community from the Basic Life Support (B.L.S.) Level of to the Advanced Life Support (Paramedic) Level. The Advanced Life Support (A.L.S.) Level is the highest level of pre-hospital emergency medical care available to sick and injured patients.

Patients who are experiencing a medical emergency that is an immediate threat to their lives require Advanced Life Support intervention for proper treatment. The A.L.S. level of care provides for a wide variety of medications and more sophisticated treatment techniques. Statistics for the Town of Reading and nationally reveal that approximately one third of all medical emergencies require A.L.S. intervention for proper treatment.

Our EMS Coordinator, Captain Paul Guarino, and many other Department members worked tirelessly to achieve this significant increase in the level of care we provide. This upgrade in patient care was achieved by hiring seven new Firefighters who hold certification as a Paramedic in the State of Massachusetts. The new Firefighters joined two existing members who were certified at the Paramedic level and form a core group of Firefighters who now staff the ambulance.

This year, the Town of Reading was named as a Massachusetts Heart Safe Community. The Massachusetts Department of Public Health and the American Heart Association sponsor the award. The intent is to recognize community support for C.P.R. training and the availability of automatic external defibrillators. The award is given based upon a point system and 50 points are required for a community our size. Due to the efforts of the Fire Department, the Town of Reading received 195 points.

Fire Prevention

Lieutenant Paul Jackson is assigned the position of Day Officer. The Day Officer is responsible to ensure all life safety systems for new construction and renovations are designed and installed properly. This requires pre-construction meetings, plan review, code research and continual site visits to ensure proper installation. For existing buildings the Day Officer is responsible to ensure all life safety systems are maintained properly.

Other areas of responsibility include ensuring the safety and code compliance of flammable and combustible product storage, overseeing the maintenance of Department facilities, vehicles, and equipment and tracking data on Department activities.

There were several major fire prevention initiatives for 2003. Apartment buildings that have four or more stories or 13 separate dwelling units were required to provide automatic notification of fire alarm activation to the Fire Department. This requirement impacted six apartment buildings in Town. This improvement will increase the safety of the residents of these buildings. Secondly, all public assembly buildings in Town received a fire inspection and a letter explaining restrictions on pyrotechnic displays. Third, all businesses received an annual in-service fire prevention inspection.

To ensure all school buildings provide a safe environment, all school buildings received a safety inspection prior to opening for the new school year. A presentation to the Superintendent of Schools and all School Principals was given to explain a major change to the Fire Prevention Code. This code change limits the amount and arrangement of flammable decorations that can be displayed in educational facilities. This presentation was followed up by a presentation in each school building to educate the staff on the changes.

SAFE and Community Education

Firefighter John Jenks coordinates the Reading Fire Department's S.A.F.E. Program. This fire safety education program is delivered in the Reading Public School System and continues to receive a high level of support from School Administrators and children. This program is funded by a grant provided by the State. State funding for the 2003 program was reduced by two thirds, current funding is \$1,400 per year. This required a complete retooling of the program to adapt to the budget reduction.

This program features an in-house developed age appropriate curriculum for each grade level K through 5. Reading Firefighters trained as S.A.F.E educators visited each school classroom of Kindergarten through Grade 5 to deliver the fire prevention and anti-smoking message.

Firefighters use a specially designed trailer provided by the Metrofire District to present a very real fire scenario to the students. Using this training aid, the children are taught life saving skills in a controlled setting that is not possible to duplicate in the classroom. The S.A.F.E. trailer is available to the Reading Fire Department and 33 other communities in the greater Boston area free of charge.

The Reading Fire Department also planned and implemented a mock car accident for the students at the Reading High School. The purpose of the demonstration was to illustrate the ramifications of driving under the influence of alcohol. The program was highly effective.

Fire Alarm

The municipal fire alarm system in Reading is in excellent condition. This is a direct result of the planning, care and maintenance given to the system by our two dedicated Fire Alarm Technicians, Michael Holmes and Peter Vincent. Whenever possible, we are connecting new and remodeled buildings to the municipal fire alarm system to ensure a rapid response to an incident.

Reading Emergency Management Agency

As a result of recent world events, Emergency Management has become more active than ever before. Housed within Reading's Emergency Management Agency are two separate functions, Emergency Management and the Local Emergency Planning Committee.

The primary goal for Emergency Management is to identify threats to the community and to prepare for all disasters whether natural or manmade, coordinate the response of a wide range of agencies and assist in the recovery phase. A secondary goal is to ensure that the Town of Reading is in compliance with all Federal and State requirements to enable the community to remain eligible to receive reimbursement for Federal and State disaster declarations. The Town of Reading is and has always been in full compliance with all Federal and State requirements. For the Town of Reading, the Fire Chief is the Emergency Management Director.

Federal and State legislation requires every community in the country to have a Local Emergency Planning Committee (LEPC). The LEPC identifies areas where the population is most at risk from a hazardous materials release, facilities and transportation routes that contain hazardous materials and resources that would be used to mitigate an incident. The Reading Fire Department has developed a Hazardous Materials Emergency Plan to meet both Federal and State statutory planning requirements. For the Town of Reading the Fire Chief is the Local Emergency Planning Committee Chairman.

The primary purpose of the plan is to provide a framework and methodology to efficiently respond to a hazardous materials emergency. To pool resources, the Town of Reading has joined with 11 other communities and formed the Mystic Regional Local Emergency Planning Committee. This association permits each member community to share resources in the event of an emergency.

Two improvements were made to assist the residents of Reading prepare for and respond to an emergency. First, a Resident Guide for Emergency Preparedness was developed. This guide has been distributed in printed form and is also available on the Town of Reading's web site. Secondly, three Civil Defense sirens were reactivated on October 4, 2003. The purpose of the sirens is to provide an alternative method to directly alert residents of an emergency.

Significant Events

The Department had one promotion and three retirements. Firefighter Richard Nelson was promoted Lieutenant on November 6, 2003 to fill a Lieutenant's position caused by a planned retirement. Firefighter Roger Quimby retired in May after 32 years of service, and Firefighter Francis Driscoll retired in June after 28 years of service. Firefighter Perry Raffi retired due to a line of duty injury after 17 years of service.

Captain Paul Guarino was selected as the Reading Fire Department's Outstanding Member of the Year. He was selected by a majority vote of Department members due to his efforts with the Department's Emergency Medical Services, A.L.S. upgrade program, computerizing the Department and training activities. This is a well deserved honor.

Firefighter Stephen Pelrine was appointment to the District 2 HAZMAT Response Team. This appointment is an important resource to the Reading Fire Department and was achieved through a great deal of hard work by Firefighter Pelrine.

Conclusion

The year 2003 was filled with highs and lows. The beginning of the year was marked by a difficult budget year that was caused by reductions in State Aid to the Town of Reading. This reduction occurred during the middle of the Fiscal Year 2003 Budget. This forced cuts in the Fire Department's budget and a major reorganization. The reorganization focused all resources on providing an emergency response only. The end of the year brought one of the most significant advancements this Department has accomplished, the upgrade of the ambulance service to the Advanced Life Support Level.

Throughout this period of change and uncertainty, members of the Reading Fire Department have met each challenge with the highest level of performance and professionalism.

I would like to thank all Town Officers, Boards and Departments and especially the citizens of Reading for their continued support and assistance.

A special thanks to all.

Respectfully submitted,
Gregory J. Burns, Fire Chief

<u>Statistics for 2003</u>	
Permit Fees collected	\$14,908
Ambulance Fees collected	\$247,773
Bell Alarms	314
Still Alarms	2417
Emergency Ambulance calls	1829
Inspections	821

FIRE DEPARTMENT ROSTER

CHIEF:

Gregory J. Burns

FIRE PREVENTION:

Lieutenant Paul D. Jackson

CAPTAINS:

Kenneth N. Campbell Jr.

Gordon E. Sargent

Stephen A. Ballou

Paul F. Guarino

LIEUTENANTS:

Peter L. Marchetti

Philip B. Boisvert

David T. Ballou

Richard A. Puopolo

Richard L.S. Nelson~

FIREFIGHTERS:

Arthur H. Vars

Mathew McSheehy

Stephen W. Lewko

Daniel W. Cahoon

Michael K. Holmes

David M. Roy

Robert McCarthy

Mark F. Dwyer

Patrick Wallace

Brian D. Ryan

Stephen Pelrine

Robert L. Beck

Stephen K. Murphy

Robert Jutras

David A. Robidoux

Anthony DelSignore

David Gentile

Michael Belmonte

William VanHorn

Lisa Palermo

Michael Wood

Scott Dole

John Jenks

Eric Blackman

Paul Roy

Derek Loftus

Dana Ballou

Linda Polcari

Thomas McCarthy

Sean Devlin

Christopher Finnegan

Scott Myette

Scott Wade

Bruce Ayer

Tricia Smith

Cynthia M. Keenan, Secretary

Peter Vincent, Fire Alarm

Retirements

Roger C. Quimby

Francis P. Driscoll

Perry M. Raffi

~Promoted to fill vacancy

POLICE DEPARTMENT

The Police Department was successful in accomplishing most of its goals for 2003. Most of the credit must go to the professional Police Officers and the Department's support staff. I thank all of them for their hard work and dedication. Working as a team, they provided the highest level of professional public safety services.

The Department looks with great pride to the programs we were able to provide to the public that goes beyond the basic police services. Examples are the Rape Aggression Defense (RAD), Drug Abuse Resistance Education (DARE), the Bicycle Helmet Program and the Mountain Bike Program.

The Department experienced the retirement of Patrol Officer Walter Franklin and the graduation from the Police Recruit Academy of Patrol Officer Salvi Lavita. The DARE Program was modified to allow DARE Officer Leone Sullivan to assist day shift Patrol Officers.

Through the hard work of Lieutenant Michael Cloonan, the Department's Executive Officer, we successfully received Federal and State Community Policing Grants. These grants funded several important initiatives. Programs such as the "Click It or Ticket It" Program provided manpower to enforce the car seat belt laws.

During the Summer months, we augmented our regular Police patrols with additional pedal bike and motorcycle patrols. All of these programs provided greater public safety. As important, these programs provided an opportunity to interact more closely with the community. This interaction strengthens the support for the Department and its Officers. Lieutenant Cloonan is responsible for scheduling and the Department's firearms training. As the Department's second-in-command, he is in charge during the Police Chief's absence.

The Department is fortunate to have a very professionally run Detective Division. Commanded by Lieutenant Detective Kevin Patterson, the Detective Division has been successful in solving most of the crimes that it has investigated. Their attention to detail has resulted in crimes being solved that otherwise would not have been possible. The Detective Division works closely with Reading School Administrators and school staff in addressing the many criminal and non-criminal actions of the student population.

The Detective Division maintains a high level of respectability within the courts for the professional way they prosecute criminal cases. The work done by the Detectives on the Sexual Registry has been exemplary. Working with Detectives from other communities, we have investigated very complex and sensitive crimes that have resulted in arrest and closure for the victims. Lieutenant Detective Patterson holds a high level position with the Regional Detective Association which brings credit to him and the Department.

Night Shift Commander Lieutenant Richard Robbins commands two-thirds of the uniform patrol. In addition to those responsibilities, he is the officer-in-charge of the Police/Fire Telecommunicators. Lieutenant Robbins is in charge of our Crime Prevention Unit. He is the Department's liaison with the Fire Department, and is responsible for coordinating the Department's efforts to find lost children in conjunction with a National program.

Lieutenant Robbins has four sergeants that report to him. These sergeants are responsible for many important projects that have a direct impact on public safety. Programs such as the Police Website, Department training, State Certification, Department Computer System, State Teletype System, Enhanced 911 and the National Crime Reporting System.

The success of the Department's efforts to deliver professional police services is dependent on a department wide team effort. All sworn and civilian members work together to provide the most effective and efficient public safety services. This team effort has resulted in a successful Open House held in May. In September, Department personnel were privileged to serve a Ham and Bean Supper to our greatest supporters, our senior citizens. In December, we provided a tasty treat and a good time to our youngest citizens at the Department's annual townwide Christmas Party.

Public Safety Dispatchers

The Reading Public Safety Dispatchers provide through communications a lifeline for the community, Police Officers and Firefighters. Six full-time Dispatchers are under the direct supervision of the Head Dispatcher and under the command of the Night Police Commander. All Dispatchers are trained in Emergency Medical Dispatch. Dispatchers receive request for information and request for service, they triage those requests based on available resources, and disseminate those requests to the emergency personnel in the field. Dispatchers greet the public entering the Police Station and provide a valuable service to our community. Dispatchers recorded 19,250 calls for service in 2003, and issued 4,038 Community Access Stickers. We are grateful for the professional service provided by the Reading Public Safety Dispatchers.

Crossing Guards

The School Crossing Guards are part-time civilian personnel. Currently, there are 18 permanent Crossing Guards, and five spares that fill in when a regular Crossing Guard is unable to cover their post. They are under the direct supervision, coordination and control of Safety Officer Thomas B. Murphy. Each Crossing Guard plays an essential role in ensuring the safe commute of children to and from school. They also serve as an extra set of eyes and ears for the Police Department and the community as well. These Crossing Guards have proven to be devoted to their duties and are a great asset to the Town of Reading.

Animal Control

There were just over 558 calls for service received by the Animal Control Officer Ronald Burns. The Wakefield Animal Hospital (VNA) in Wakefield by the 128/129 Rotary was the primary "Dog Pound" where stray dogs were taken.

There were six dog bites over the year resulting in injuries to humans. Those dogs were quarantined at home for 10 days. Numerous fines and citations were issued to residents for their failure to keep their dog on a leash and failure to license their dog. Many calls are received for wild animals and are referred to call the exterminator. Many calls are also received for neighbors complaining about dogs. One rabid raccoon was captured, one dog was euthanized, one dog was killed by a motor vehicle, two dog hearings were held at court, and numerous loose dogs were returned to their owners.

The Animal Control Officer works 13 hours per week and is called in for emergency situations.

The following is the Department Roster, a statistical analysis of our enforcement efforts and a record of revenues generated by our department.

POLICE DEPARTMENT ROSTER

CHIEF:

Robert J. Silva

LIEUTENANTS:

Lt.-Detective N. Kevin Patterson

Night Commander Richard W. Robbins

Executive Officer Michael P. Cloonan

SERGEANTS:

Bruce F. Russell

Mark J. O'Brien

James W. Cormier

Sgt.-Detective Patrick M. O'Brien

David M. Stamatis

Peter C. Garchinsky

Francis G. Duclos

DETECTIVE DIVISION:

Patrol Officer Robert F. Flynn

Patrol Officer Michael D. Saunders

Patrol Officer John McKenna

SUPPORT SERVICES:

Community Service Officer Jack Kyle

D.A.R.E. Officer Leone M. Sullivan

Safety Officer Thomas Murphy

Armorer Christopher J. Voegelin

PATROL OFFICERS

David Savio	Larry E. Frederick
Charles J. Lentini	Salvi Lavita
Anthony F. Caturello	Pasquale Iapicca
David J. Clark	Mark D. Segalla
Christopher R. Picco	Joseph Belmonte
Michelle Lloyd	Michael Nickerson
Kevin Brown	Walter Franklin retired 3/02

Peter R. O'Brien
James P. Collins
Matthew C. Edson
Derek Holmes
Michael Lee
Keith Hurley
Michael Fitzgerald

Ancillary Personnel

ANIMAL CONTROL OFFICER:

Ronald Burns

CLERKS:

Administrative Assistant Victoria Cummings
Principal Clerk Joanne Power

DISPATCHERS:

Head Dispatcher Victoria Avery	Regina Benoit-Saunders
John Rawcliffe	Matthew Vatcher
Aprile Boos	Susan Tapley

Ryan Mahoney
Michael Lynch

SCHOOL CROSSING GUARDS:

Cindy Ashi	Mildred Barton
Tony Deantonis	Fred Dymont
Ernie Gisetto	Mary Hubbard
Lucy Intonti	Joseph Lopiccola
Marsha Leighton	Jim Maloney
Edward Harradon	Peter Mpontsikaris
Dick Stosez	

Reggie Benoit
Thomas Petelle
Gerry Intonti
Tina Lantz
Luann McKinnon

Spare Crossing Guards:

Ronald Burns	Arthur Dickinson
John Rafferty	Thomas Esposito

Peggy Faulkner

The following are the arrests and services performed:

2003

Arrests: 162
Persons held in Protective Custody: 33
Motor Vehicle Violations: 5,708
Parking Violations: 2,695
Juveniles Apprehended: 5
Detective Criminal Cases: 180
Auto Accidents Investigated: 564

Fees Collected - FY 2003:

Revolver Permits: \$1,787.50
Firearms Identification Cards: \$325.00
Police Reports Copied: \$1,576.00
Parking Fines: \$53,950.00
Court Fines: \$5,676.00
Administrative Fees for Details: \$18,817.86
Commuter Parking Permits: \$12,100.00
Community Access Stickers: \$86,713.00
Civil Infractions: \$30,420.00
Rent for Community Room: \$520.00
MV Lease or Surcharge: \$892.80

The Reading Police Department's mission is to protect and serve the public, through Police action. With limited resources, we must act as a team to accomplish our mission. Providing the community with the highest level of Police services is a goal that will require dedication, hard work and a strong commitment to our community from the Police Officers and the Department's civilian support staff.

The year 2003 presented many unique and difficult challenges for the Police Department. Reduced staffing due to a retirement, long term sick leave, a military activation, and reduced funding required the command staff to be creative in the way we manage our resources. Increased calls for service require all of us to work harder and smarter. The Police Department has been extremely fortunate to attract intelligent and committed Officers to its ranks while maintaining a good balance of Police veterans.

I want to thank the citizens of our community for their support and cooperation. Working with the community, your Police Department will accomplish its mission.

Respectfully submitted,

Robert J. Silva, Chief of Police

DEPARTMENT OF PUBLIC WORKS

Director's Comments:

Department personnel were actively involved as members or liaisons of many Boards and Committees. We have also assisted other Departments throughout the year on many projects and programs and have been fortunate to have the cooperation and support of other Departments within the Town.

The Town has engaged the services of consulting engineers in developing long-term plans for water supply, water distribution improvements, fleet maintenance and sewer system improvements. Capital plans have been developed to incorporate these improvements over a ten-year period and beyond.

The Department continues work with the consulting firm of Camp, Dresser & McKee in preparing applications and documentation for the Town of Reading to connect into the Massachusetts Water Resources Authority (MWRA) water system, with the ability to use up to 219,000,000 gallons of water per year from the MWRA system. The buy-in cost is estimated to be \$3.4 million. The Town completed water system improvements in portions of Summer Avenue and Hopkins Street with the replacement of an existing 6" diameter water main with a 12" main. The construction of a 12" diameter water main from Walkers Brook Drive to Ash Street was begun.

We have also been working with Camp, Dresser & McKee to develop a program for the removal of inflow and infiltration into the Town's sanitary sewer system with concentration on TV inspection and sealing of distribution mains and manholes. We are moving forward to perform house-to-house inspections with the purpose of identifying illegal sump pump and storm drain connections to the sanitary sewer system, and assist homeowners with solutions and moderate financing to remove those connections.

We have been fortunate to welcome the following employees to the Department: John B Sousa, Jr., Supervisor of Business Administration; Joseph Lacerda, Civil Engineer and Jeffrey Rebelo, Co-op Student in the Engineering Division; Robert Abajian, Mechanic, Arthur Menezes and Richard DelRossi, Laborers in the Highway and Equipment Maintenance Division; Joseph Zukas, Treatment Plant Operator and Daniel McGrath, Program Coordinator in the Recreation Division. David Lee, longtime Business Administration Supervisor retired to Virginia. His guidance and leadership will be missed.

We were fortunate that the citizens of Reading approved a Proposition 2½ override which allowed us to maintain staffing levels equal to the previous Fiscal Year. In addition, we were able to begin our 20-year Roadway Maintenance Program in the amount of \$300,000 which allowed us to perform roadway crack sealing and pavement repair in many sections of the community.

In accordance with EPA regulations, we began work on our Storm Water Management Plan. With the addition of these new programs and no increase in staffing, it continues to be impossible to perform acceptable infrastructure maintenance within many divisions of Public Works.

There continues to be a good cooperative effort on planned and emergency projects by the Divisions within the Department. Because of the efforts of the staff, we are able to provide good quality service to other Town Departments and to the general public. It is a pleasure working with the dedicated and devoted staff, and I thank them for their effort.

Respectfully submitted,

Edward D. McIntire, Jr., Director

ADMINISTRATION DIVISION

The Administration Division supported the Department with procurement administration, water and sewer billing, budget preparation and coordination, departmental personnel and payroll services, accounts payable processing, cemetery administration services and responses to public inquiries, and concerns over all Public Works areas of responsibility.

Significant projects included:

- ◆ Implementation of a four-year Water Conservation Program designed to reduce demand for water from the Ipswich River Basin.
- ◆ Coordination of the application and acceptance process to the Massachusetts Water Resources Authority as a supplemental source of Town water.
- ◆ Procurement and project support for various water and sewer main projects including sewer system rehabilitation and water main construction from Walkers Brook Drive to Ash Street, and the replacement of the existing 20 inch diameter water main in the Birch Meadow Area.
- ◆ Assist in the selection of a consultant to provide a comprehensive Vulnerability Assessment for our Town water system.
- ◆ Contract Administration for the design of a new filtration system and rehabilitation of the Louanis Water Treatment Plant.

Emphasis continued on providing public information, responding to inquiries and concerns, and improving all areas of public communications.

CEMETERY DIVISION

To the Board of Cemetery Trustees

The following information is from office records for calendar year 2003:

Interments – 127	Interments for all years – 13,370	Monuments reset - 12
Markers set – 54	Foundations – 33	

Sale of Lots:

Forest Glen – 7 lots, no single graves – Total for all years – 2028 lots, 795 single graves

Charles Lawn – 18 lots, 7 single and veterans graves – Total for all years – 438 lots,
220 single and veterans' graves

Wood End – 16 lots and 3 single graves – Total for all years – 192 lots, 20 single graves

Cooperation from other Divisions of Public Works was outstanding and much appreciated. The Board of Cemetery Trustees has been very supportive of all the numerous programs and goals of this Division. I thank them for all their assistance.

Respectfully submitted,

Robert L. Keating, Cemetery Division Supervisor

CUSTODIAN OF VETERANS' GRAVES

Interments: WWII – 22 Korea – 3 Vietnam – 0 Peacetime - 0

Total of all veterans' interred – 1,593

As has been the custom for many years, all veterans' graves were decorated with a flag and a potted flower for Memorial Day.

Respectfully submitted,

Frank Driscoll, Custodian of Soldiers' and Sailors' Graves

ENGINEERING DIVISION

The Engineering Division provides engineering services to all Departments within the Town of Reading. The Division is responsible for: preparation of plans, specifications and estimates for Town construction projects, survey layout, inspection and supervision of Town construction projects, review of subdivision plans for accuracy and conformance with the subdivision rules and regulations, inspection of subdivision construction, administration of the Chapter 90 Program, maintenance of all records concerning the subdivision of land, roadway construction, and water, sewer and drainage construction and issuance of various permits.

Construction activity continued at a moderate pace in 2003. Major construction projects that were active during the year included the Summer Avenue/Hopkins Street water main replacement and street paving, Walkers Brook Drive reconstruction and the

Walkers Brook Drive to Ash Street water main construction. 2003 marked the first year of implementation of the pavement management system. The first phase of this project involved crack sealing and patching of Town streets. Full depth patching was performed on 58 streets and crack sealing was performed on 60 streets.

Progress has been made on the planning and design of upcoming projects. In the Summer of 2003, the Town's pavement management system was updated. This system is used to plan our roadway capital expenditures. A revised 10 year capital plan was prepared that incorporates an expected level of roadway expenditures of \$600,000 per year. A grant application was submitted for the reconstruction of Summer Avenue from Woburn Street to Main Street as part of the pilot "Footprint Roads Program" sponsored by the State. The 25% design plans for the Downtown redevelopment were approved by the State and 75% design plans have been submitted. While funding for this project is still uncertain, we are progressing with the design to ensure that we are ready to go when funding becomes available. A consultant was selected to assist in the redesign of the Willow Street railroad grade crossing which should result in the elimination of the dangerous vertical alignment at that location.

The Engineering Division prepared and submitted the National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water permit application for the Town. This permit regulates storm water discharges to rivers, streams, lakes and wetlands. The application commits the Town to performing a number of activities that will result in compliance with the permit over a five year period. Many thanks go out to the Ad Hoc Storm Water Management Advisory Committee and other Town staff who provided significant input into the permit application process.

The backlog of office work was reduced in the last year. Twenty-seven street acceptance plans were prepared and filed with the Registry of Deeds. The record street map, sewer map and water map were updated to reflect current conditions. Records of water gate locations (gate books) were updated for the Water Distribution Division.

The Engineering Division issued permits and inspected construction of 42 new connections to the Town sewer system and one permit was issued for sewer repairs. Ninety-eight Street Opening Permits were issued to Keyspan Energy for repairs and new gas services. Twenty-nine Street Opening/Occupancy Permits were issued to other parties for underground utility work and construction within Town right-of-ways. Eleven public hearings were held for new utility installations within Town owned rights-of-way.

Engineering reviews were performed for the Community Planning and Development Commission, Conservation Commission and Zoning Board of Appeals on several large development projects. These included the Longwood Poultry Farm Comprehensive Permit, the Spence Farm Comprehensive Permit, the High School renovation plans and the Barrows School plans. Numerous other reviews were performed on lesser projects. Construction inspection was performed on the active developments within Town.

HIGHWAY DIVISION

The normal projects such as street sweeping, roadside cutting, ditch cleaning, sidewalk and street maintenance, mixing and sifting of loam and compost, tree lawn replacement, cleaning catch basins, and maintaining traffic signs were done by priority and need. Street sweeping was started on April 14, 2003 and finished on August 26, 2003. The sweeping process is taking longer every year because of the age of the unit.

Special Projects:

Placed handicap ramps at Killiam School. Hot topped back road at Killiam School and did tank removal (gravel fill, hot top and loam) at Killiam School. Repaired the bleachers at the High School. Temporarily patched Franklin Street, Pearl Street, Willow Street, Wakefield Street, Eaton Street, Pennsylvania Avenue, California Road, Juniper Circle and Forest Street. This is the first full year of combined vehicle maintenance.

Miscellaneous:

Placed mosquito control tablets in the catch basins and detention areas for the Health Division. Held Hazardous Waste Day and Adopt-A-Family in November and December. Placed and filled planters for the Adopt-An-Island Program.

Snow and Ice:

During the Winter season of 2002-2003, we plowed ten (10) storms and sanded thirty (30) times. We used two thousand nine hundred and three tons of sand.

Comments:

Over the past few years, our Department has had substantial budget cuts forcing us to reduce our personnel. The reduction in manpower and funds has caused us to defer preventative maintenance and forced us to reactionary maintenance. The result of this is a sharp decline in the infrastructure and our ability to react to emergency situations.

FORESTRY - TREE WARDEN'S REPORT

Sixty-six shade trees were removed. These trees were dead or in a dangerous condition as to be a threat to public safety. One tree was braced for preservation and safety. Forty-five hazardous tree stumps were removed from the tree lawns, parks, schools and playgrounds for public safety. One hundred and five trees were trimmed. Dead wood and low branches were removed from the public trees as requested or observed. Tree trimming has continued as aggressively as possible but a lack of personnel has continued to hinder this program. Fifty-eight trees and shrubs were planted on private and public property as replacements. The tree nursery on Strout Avenue continues to be a resource for new planting of trees throughout the Town.

The Compost Center on Strout Avenue continues to accept brush and leaves from residents. 43,812 cars entered the Compost Center in 2003. Residents are required to purchase stickers for use of the Compost Center.

The holiday lighting put up by the Tree crew in the Town Square was once again very successful. There were 15,500 colored bulbs installed on the Common.

The Town of Reading was awarded "Tree City USA" for the 18th consecutive year by the National Arbor Day Foundation. Five hundred white spruce trees were purchased and distributed to all the fifth graders. Thanks to the Reading Rotary Club who have sponsored and assisted in this program to make "Arbor Day 2003" a success in Reading.

A special thanks to all the committees and commissions working toward the preservation of Reading's public shade trees.

PARKS DIVISION

The Parks Division continues to maintain 64 acres of grassed area throughout the Town, and also the facilities within the parks and schools. This includes the renovation as well as continued maintenance of all the ball fields on school or parks grounds. The Division maintains 16 tennis and basketball courts, the tot lots and the skating rinks, and maintains the grounds for all municipal as well as school buildings.

The Division also assists all Town Departments, Committees and Commissions with tree maintenance, snow and ice removal and Election set-up.

Respectfully submitted,

Robert L. Keating, Supervisor-Tree Warden

RECREATION DIVISION

The mission of the Recreation Division is to provide the community with year round recreational activities. Recreation programs are broad based to meet the recreational needs of all segments of the population. The Division must continually update and modify its programming to meet the current needs of the community. As the community's participation and awareness of local recreational programs increase, so does their expectation of Recreation Division programs, and we must be ready to anticipate and adapt to these growing expectations.

The Recreation Division recognizes that sports, recreation and leisure activities are important for the well being of the community. The use of leisure time for enjoyable sports and recreation provides personal benefits to the individual and for society in terms of health, quality of life, and a range of related economic outcomes.

The Division's objectives are to ensure that people throughout the Reading community share in the benefits of participating in active sports and recreation.

The Recreation Division offers a variety of programs to residents of all ages. A direct programming emphasis has been placed on Reading Middle School and Elementary School aged youth. The Recreation Revolving Fund continues to fund all programs for 2003. The Recreation Committee, with nine members and two associate members, provides guidance and support to the Recreation Division.

Programming

Winter/Spring:

Reading Recreation ran the following programs for the Winter/Spring season:

Spring Soccer Doctor Clinic

Baby Sitting Course

Mad Science April Vacation

Ironwood Golf Program

Spring Basketball Clinic with H.S. Basketball Coach Kim Penny

Reading Baseball School – Pitching and Hitting Sections

Video Class with RCTV

April Vacation All-Sports Camp with Coach Jeff Nelson

Indoor Track Meets in February and March

Eggstavaganza

Challenger Basketball for Children with Special Needs

Tai Chi Class for Adults

Crafts programs for Adults

Trips with Celebration Tours including Red Sox vs. Yankees and the Lion King

Winter/Spring is generally the lightest season for programming as it is the bridge between very busy Fall season and the planning of Summer. The Recreation Division has already added a number of vacation programs for 2004. The Spring season saw many successful programs including the popular Reading Baseball School which is run by Peter Moscariello.

Summer:

The Recreation Division had a successful Summer, 2003. Although camp numbers were down overall, each of the other programs we offered saw stable numbers. The general feeling of over saturation of program is one of the attributing factors. The Division will look to strategically place other programs so they do not conflict with camp. Otherwise, camp ran as good as ever.

Once again, Greg Porter served as Director of Regular Camp, and Rachel Condon served as Director of the Junior Camp. Both did an excellent job managing a half new and half returning camp staff.

Camp was held again this year at the Reading Memorial High School. The space provided was adequate but we will continue to entertain other options. We will investigate going back to Coolidge Middle School where it was held for so many years.

Other successful programs included Scionsational Workshops, RCTV Workshops, Challenger Little League Baseball, Tiny Tot Soccer, Basketball Clinics for Boys and Girls, Baseball Clinics, Super Sports Clinic, Skyhawks Lacross, and our first ever Summer Basketball Summer Program with no coaches.

The Recreation Division also had some very successful trips in conjunction with Celebration Tours. Trips included the Red Sox at Baltimore, Blithwold Mansions in Rhode Island, Block Island and Foxwoods.

The Recreation Division continued its tradition for our two concert series "Theater on the Green" and "Touch of Class." "Theater on the Green" had a successful turnout this Summer each Wednesday, five concerts highlighted the BJ Hickman Magic Show and Rick Goldin. The "Touch of Class" concerts included "Bob Bachelor's Totem Pole Orchestra," "John Penny Band" and Reading's own "Steven Savio" among the eight concerts. Donations were collected during each of the concerts to help finance them as well as sponsors who helped provide aid. Reading Recreation will be looking to once again this year get more sponsors on board to help defray the costs.

Finally, the Recreation Division held its 13th Annual Reading Tennis Open. The Tournament was a success once again this year. This year, Gregg Luongo served as the Recreation Tennis Pro. He did an outstanding job working with kids and adults. Tennis numbers overall were better in 2003. Gregg also implemented a Tennis Travel team as well as offering private lessons that kept him very busy.

Fall/Winter:

The Fall/Winter programs were very successful. Reading Recreation continued to run programs such as Karate for Children and Adults, Kickboxing for Adults and Junior Boxing. The classes are all taught by the instructors of Steve Nugent's Karate Institute.

Recreation again offered Field Hockey in the Fall. This program seems to have found a niche in the Fall months as it has become very popular.

Travel Basketball has expanded once again this year. Currently, the Recreation Division has 153 participants -- that's approximately 25 more than 2002. The Division, for the first time, accepted all comers for the program as there were no cuts. Teams were divided equally with the philosophy of equal playing time as well. To date, the program is off and running with very little problems. We have over 30 parental volunteers making this program possible.

Sunday Basketball is running smoothly once again. Danielle Broyer has been rehired as the Sunday Supervisor and has done a superb job. Sunday Basketball numbers are up by about 30 kids as well this year with close to 150 girls and 150+ boys

participating from Grades 3-9. Sunday Basketball continues to be the bread and butter program of the Division. We will continue to look for other ways to innovate the Sunday League Program.

The After School Learn to Ski Program is again up and running in full force. The elementary program has 75+ kids. Coolidge and Parker Middle School have also seen success with the Middle School program. The Coolidge side of the program filled up to 50+ kids this year, and the Parker side filled to 60% capacity. The total of 65 kids for the middle school program surpasses last year's number.

Reading Recreation again in 2003 has sponsored Destination Imagination. This year, we have three teams competing, two the 3rd - 5th grade level and one primary team. The program is run completely by volunteers and basically breaks even in the end. We will continue to look for enrichment programs to help supplement what we are already offering.

Special Needs Programming:

Special Needs programming this year was a joint effort with the Alternative Leisure and EMARC. Programs such as Friday Night Live, Challenger Soccer and Baseball were offered. In addition, the Recreation Division changed providers mid-way through the year to EMARC. EMARC offered successful programs such as Special Olympic training, bowling, teen groups and social clubs to name a few. The participants are asked at the end of each session to fill out an evaluation form to give feedback.

Brochure:

Reading Recreation continues its mailing of the Community Guide to every household in Reading three times a year. Recreation is also continuing to include the following participating agencies in this publication: Recreation, Police Department, Fire Department, Library Services, Elder Services, YMCA, Creative Arts, and various in-town organizations.

The Recreation Division has been successful in getting flyers called "Notes from the Reading Recreation Division" out to the schools bi-monthly. These flyers have received a positive response from the community. We will continue with this undertaking as well as continue to send Press Releases to our local media outlets.

Personnel:

The Recreation Division filled the position of Recreation Program Coordinator with Dan McGrath in late February to aid in the program development and administration of the Division. Dan has made an instant impact to the Division as he has helped with the administration of Summer Camp, Sunday and Travel Basketball and the Learn to Ski Program. He has also implemented a number of new programs such as Recreation sports and games and Wiffleball to name two. Dan's main responsibility of the position is to create, organize and supervise recreational programs.

With the assistance of the Program Coordinator, the Recreation Division was able to increase the amount of programs for 2003.

Luisa Trembley continues as Principal Clerk.

Administration:

John Feudo begins his second year as Recreation Administrator. He continues to work hard to get the Division on line with a new website.

John along with the Recreation Committee continues to manage the scheduling of all Town fields. Permits are issued for every field in Town excluding the Football Stadium. Reading Recreation will continue to work with the local youth and adult sports organizations in maximizing field space.

The Recreation Committee continues to monitor the permitting policy of the Imagination Station Playground. The Imagination Station facility permits help the Recreation Division control facility usage.

Reading Recreation is continuously looking for available land for the development of new recreational facilities. The Recreation Division has acquired the baseball field owned by Addison-Wesley via a lease, and hopes to be able to use the field as soon as Spring 2004.

The Recreation Division and the Recreation Committee continue to develop policies that will increase the effectiveness and efficiency of each Reading Recreation program.

Reading Recreation has been glad to offer the public over 180 recreational programs throughout the year, and hopes to meet the communities changing recreational needs while providing them with a combination of safe, fun and educational programs.

Respectfully submitted,

John Feudo, Recreation Division Administrator

WATER DISTRIBUTION DIVISION

The Water Division installed a total of 16 new water services, replaced 29 old water services, repaired 16 water service leaks, repaired 19 broken water mains, replaced 5 old hydrants, repaired 10 broken hydrants, rebuilt 53 hydrants, replaced 3 broken gate valves, a total of approximately 1,800' of new water mains and 4 new hydrants were added to the distribution system, replaced approximately 3,000' of old 6" and 8" water main with new 12" water main, disconnected 13 water services for house demolition, conducted water main flushing in northern ½ of Town, inspected hydrants in southern ½ of Town, cleaned well lines to Wells #2 and #3, continued cross connection control program, performed flow tests for # 320 Haverhill Street, Barrows School and the Danis property, all drinking fountains and Town irrigation systems turned on in Spring and

turned off and winterized in Fall, two seasonal laborers painted and lubricated hydrants over 1/4 of Town, completed annual water inventory, loam and seed on all water jobs, hot topped water and sewer trenches, checked and maintained 2 water booster stations daily, cleaned and maintained the grounds, cutting grass, etc. at the Auburn Street tank site, lowered and raised water gate boxes for construction jobs, conducted a leak detection survey, assisted Highway Division during snow plowing operations, removed snow from business district, churches and schools, shoveled snow from hydrants.

The Water Distribution Division has updated and increased the security of the distribution system.

Meter Room

The regular quarterly water meter reading cycle was supported, 493 work orders were received and completed, 343 bill to date readings were taken, five meters were removed, 23 outside receptacles were repaired, six meters were reset, meters tested correct two, meters tested incorrect six. The radio reading system for the water meters is essentially complete. The Water Division personnel and the contractor are working to resolve any remaining problems.

SEWER DISTRIBUTION DIVISION

Televised inspection, cleaning and testing / sealing of joints was performed on approximately 1,000' of sewer mains, 25 sewer manholes were sealed and lined, replaced 8 sewer manhole frames and covers, cleaned wet wells at all sewer stations, checked and maintained 12 sewer stations daily, cleaned approximately 1/4 of the sanitary sewer main system, cleaned and maintained the grounds, cutting grass, trimmed bushes etc., around the sewer stations, completed work orders re: leaks, broken gates etc., exercised emergency generator weekly, completed the annual sewer inventory.

The Sewer Distribution Division has updated and increased the security of the collection system.

LOUANIS WATER TREATMENT PLANT

A total of 698,126,000 gallons of water was delivered to the distribution system in 2003.

The highest single days consumption was 3,063,000 gallons on July 7, 2003, the highest weeks consumption was for the period June 29, 2003 to July 5, 2003 an amount of 17,586,000 gallons, and the highest month was July with an amount of 73,023,000 gallons.

Average daily pumpage was 1,912,674 gallons.

The average daily per capita use (use by each individual) for the year was 54 gallons per day per person.

The Final Environmental Impact Report (FEIR) was submitted MEPA and a certificate was received. The pursuit to purchase 600,000 gallons of water per day (annualized) from the MWRA to supplement our supply in the summer to help protect the Ipswich River continued with the submittal of the FEIR to the Water Resources Commission.

Water quality monitoring at the production wells continued as a result of the September 30, 1992 gasoline tanker accident and resulting spill of approximately 10,600 gallons of gasoline into the wetlands adjacent to the Town wells.

After continued investigation into the feasibility of the potential for bedrock test well drilling at five sites identified in the Bare Meadow Area, it was determined that it would be too costly and environmentally unfriendly to pursue these sites any further.

Due to budget cuts, the Department of Public Health discontinued the Water Fluoridation Awards Program. The Water Department received an award for thirteen consecutive years for Outstanding Efforts in Providing Community Water Fluoridation until the program ended this year.

A feasibility study was completed by the consulting engineer firm of CDM along with staff which completed a complete review of the treatment plant process and equipment to bring the facility up to date and for the next 20 to 25 years. Recommendations were to install a temporary ammonia system to meet new disinfection byproduct regulations and to construct a new membrane filtration facility.

A temporary ammonia system was installed to convert the secondary disinfection of the drinking water from chlorine to chloramines to meet the new regulations and is expected to go online in February 2004.

The Water Department began an intense water conservation program including home water audits and retrofit kit installations, rebates for low flow washing machines, and toilets and irrigation rain sensors. The program also includes an educational program designed for the schools system and all residents. It has been reported this program is a first of its kind run by a municipality in New England.

The operation of the residuals handling tank allowed the Treatment Plant to recycle 25.6 million gallons of water.

The fifth annual drinking water report was mailed to all customers in June.

Production Wells #13 and #15 were cleaned and redeveloped and the pump at Well #3 was replaced.

The residuals stockpile was removed and transported to the landfill development site on Walkers Brook Drive which completed the Department of Environmental Protection (DEP) Consent Order and compliance approval was received from DEP.

2003 Pumping Records

<u>Month</u>	<u>Pumpage</u>	<u>Days</u>	<u>Average Day</u>
January	52,189,000	31	1,683,516
February	53,428,000	28	1,908,143
March	55,994,000	31	1,806,258
April	52,242,000	30	1,741,400
May	62,374,000	31	2,012,065
June	61,854,000	30	2,061,800
July	73,023,000	31	2,355,581
August	63,156,000	31	2,037,290
September	57,289,000	30	1,909,633
October	52,165,000	31	1,682,742
November	54,689,000	30	1,822,967
December	59,723,000	31	1,926,548
TOTALS	698,126,000	365	1,912,674

2003 Rainfall Records

<http://www.state.ma.us/dem/programs/rainfall/>

<u>Month</u>	<u>Rainfall Inches</u>	<u>Accumulated Total Inches</u>	<u>Normal Inches</u>
January	2.59	2.59	3.64
February	3.61	6.20	3.24
March	4.26	10.46	4.04
April	3.82	14.28	3.65
May	3.74	18.02	3.41
June	4.93	22.95	3.43
July	1.85	24.80	3.41
August	3.54	28.34	3.54
September	2.97	31.31	3.56
October	5.66	36.97	3.52
November	2.28	39.25	4.01
December	5.19	44.44	3.81
TOTALS	44.44	44.44	43.26

Total rainfall in 2003, as measured at the Louanis Water Treatment Plant, was 44.44" which is 1.18" above the Department of Environmental Management (DEM) composite normal for the Northeast Region. Monthly normal values computed by DEM are based on averages for the entire period of record for Northeast Region stations having the longest period of record and are located in Concord, Lawrence and Waltham.

READING PUBLIC SCHOOLS

Patrick A. Schettini, Jr.
Superintendent

Dennis A. Richards
Associate Superintendent

School Department

This report represents the activities, accomplishments and events of note that occurred in the Reading Public Schools during the 2003 calendar year.

Leadership Change

- ◆ Patrick A. Schettini was hired as the new Superintendent replacing Harry K. Harutunian who resigned.
- ◆ Harvey Dahl was elected Chair of the Reading School Committee for the 2003-2004 school year.
- ◆ Carl McFadden was elected Vice Chair of the Reading School Committee.
- ◆ Robert Spadafora was newly elected to the Reading School Committee.
- ◆ John Carpenter was newly elected to the Reading School Committee.
- ◆ Elaine Webb was selected as a one-year replacement for Susan Cavicchi who resigned from the Reading School Committee.
- ◆ Joe Finigan transferred from his position as Parker Principal to be Associate Principal for Grades 11 and 12 at the Reading Memorial High School.
- ◆ Gary Hart transferred from his position as Interim Assistant Principal at the High School to be Assistant Principal at the Coolidge Middle School.
- ◆ Bill Foye was appointed as the Interim Principal at Parker Middle School.

Notable Events

- ◆ At Reading Memorial High School, 11 new faculty members took part in a series of teacher induction workshops. A veteran teacher mentored each new teacher.
- ◆ The Class of 2003 experienced an extraordinary level of success in their efforts to matriculate into our nation's most academically challenging programs. The following is a report on their plans:

76% - Four Year Colleges
12% - Two Year Colleges
3.5% - Business/Technical/Prep Schools
2% - Work
2% - Armed Services
4% - Other

- ◆ The High School completed its work on each of the seven standards to be measured by the NEASC accreditation process.
- ◆ Once again, the Reading Memorial High School students have attained scores that place the school within the top echelon of all high schools in the Commonwealth. Most notably is all of the seniors in the Class of 2003 met the MCAS graduation requirement.
- ◆ Coolidge Middle School continues to help students succeed through the P.A.S.S. (Program to Achieve Student Success) Program for those students who have below a C average in any academic subject area.
- ◆ This past year, Coolidge Middle School accomplishments included an expansion of the advisor/advisee program to include academic advocacy and goal setting, an expansion of the teacher induction program, increasing display of student work, and greater student involvement in the day to day running of the school.
- ◆ New England League of Middle Schools named the Coolidge Middle School a Spotlight School for conducting self-assessment and making improvements in several areas.
- ◆ Through funding from the PTO, Coolidge Middle School implemented an online communication between teachers and parents program called *Edline*.
- ◆ The faculty at Parker Middle School took on the following two initiatives: (1) The development of a district-wide middle school curriculum in collaboration with Coolidge and (2) A re-examination of the core values of the school.
- ◆ Professional Development continued at Parker through a plan that encouraged teachers to look for ways to raise the level of instruction. Teachers organized study groups in poetry and the uses of technology in math.
- ◆ The district continued to implement the Language Arts initiative in Grades K-5. Scholastic Literacy Place continues to be the foundation for our reading program. The John Collins Writing Program and the Junior Great Books Program continue to enable the teachers to fully implement the goals of the Language Arts Program.
- ◆ The plan was approved to move ahead with the additions and renovations for the Barrows School.
- ◆ The Barrows and Birch Meadow communities continued to implement the teachings of bullying prevention.
- ◆ At Birch Meadow, a permanent three-dimensional sculpture was completed that integrates the Science Center with the curriculum and the Arts.
- ◆ The mini-lab at Birch Meadow is being used daily to support the Language Arts Program.
- ◆ The Joshua Eaton School implemented a new Language Arts curriculum, Foundations, in Kindergarten and Grade one to teach phonemic awareness and phonics skills.

- ◆ The fifth Annual Veteran's Day Assembly at Eaton was a wonderful success. State Trooper . Sgt. Dan Clark had another spectacular performance. Over 80 veterans enjoyed a beautiful assembly. Students kicked off their annual "Pennies for Veterans" Collection with proceeds being sent to a Veteran's Hospital.
- ◆ The Pillars of Character Program at Killam continued to address the goal of having a school climate where tolerance and respect are valued. Several community members were guest speakers at the six assemblies held during the year.
- ◆ The Special Education Department continues to work on their goal of controlling out of district costs by developing new programs at Coolidge and Birch Meadow.

**School Committee
Chairman Harvey J. Dahl**

Leadership

There were several changes in leadership of the Reading School Committee. William Griset chose not to run and Rob Spadafora returned to the committee after a five-year hiatus. Longtime Town Meeting Member John Carpenter won his first term on the School Committee after a successful Election in April.

The committee also saw the resignation of long-time member Susan Cavicchi. Sue retired from public service after she and her husband bought a home outside of Reading. Newcomer Elaine Webb was appointed to the vacant seat for the balance of the year until the next Town Election. Elaine soon proved to be a positive force with her experience as a manufacturing engineer and interest in the building projects.

At the committee's annual reorganization in June, Harvey (Pete) Dahl was elected Chair and Carl McFadden, Vice Chair. The other members of the committee are Rob Spadafora, John Russo, Elaine Webb and Jon Carpenter.

Early in 2003, Superintendent Harry Harutunian decided to accept another position and tendered his resignation to the Reading School Committee. Chairman Dahl led a search committee that ultimately chose Patrick Schettini to lead the Reading School System. Mr. Schettini, a former Vice Principal at RMHS prior to leaving to advance his career, was selected Superintendent by a unanimous vote of the School Committee. Superintendent Schettini took over in August with a full slate of building projects on the table.

School Construction Projects

In 2003, the Reading School Committee continued to move forward on both elementary school projects, and the renovation and additions to Reading Memorial High School (RMHS). The new elementary school on Sunset Rock Lane began construction in the Summer of 2003, with an expected completion prior to the start of school in September, 2004. After a favorable \$54 million Debt Exclusion in the Spring of 2003, planning began in earnest for the renovation of RMHS. After a period of intense evaluation, Design Partnership of Cambridge was chosen as the architects for the RMHS project. The design work continued into the Fall of 2003 with expected completion of the designs in early 2004.

The renovation of the Barrows Elementary School heated up in the Summer with design completion expected in early 2004. Budget constraints would require some reduction in the scope of the project but the committee expected this to be a first class renovation.

Budget

The School Committee was planning for major reductions in the budget for FY 2004. Early indications from the State indicated that local assistance would be cut dramatically. This would require a reduction of up to \$3,000,000 in a level service budget. The municipal side of Town Government faced similar budgetary problems.

Prior to Town Meeting, an Election for a general operating override was successfully held with the Town citizens providing the additional tax revenue to fully fund the School Budget for 2004.

At the Annual Town Meeting that commenced on April 28, 2003, Town Meeting approved a Budget for the Reading Public Schools of \$29,178,539.

Reading Public Schools Budget Summary Fiscal Year 2003	
	<u>Recommended Budget</u>
Administration	740,990
Regular Day	17,544,993
Special Needs	7,418,742
Other School Services	787,920
Custodial/Maintenance	<u>2,685,894</u>
Total	29,178,539

As 2003 drew to a close, indications from the Commonwealth were to expect level funding in FY 2005.

Massachusetts Comprehensive Assessment System (MCAS)

Reading's Statewide prominence in the MCAS rankings continued in 2003 as Reading placed 20th overall in MCAS performance. This represents a significant accomplishment for a system that continues to spend almost \$900 below the State average on per pupil spending. This achievement continues to define Reading as a school system that always gets more performance for less money. We continue to be a frugal district that sets high expectation, and achieves these goals through a collaborative effort of the administration, the teachers, the students and the parents. This is certainly a model to be envied throughout the Commonwealth of Massachusetts.

(This passage was copied with a little update from last year). The School Committee is very proud of our accomplishments in this regard and sees this as the standard for accountability...high scores, low cost.

Student Enrollment

As students returned to school in September of 2003, it is apparent that while trending upward, enrollment has begun leveling off. Student enrollment in the Fall of 2002 (FY 2003) stood at 4,243 students. See chart below.

Reading Public Schools Student Enrollment FY 2003

Elementary Schools K-5	1966
Middle Schools 6-8	1031
High School 9-12	1179
Special Education	*25
TOTAL	4201

* This is the number of enrollees in our "substantially separate" Special Education classrooms. Reading students who receive full-time Special Ed services outside of Reading are not counted in this chart.

Achievements

Reading Memorial High School graduated 293 young men and women in 2003. While many of our graduating seniors are attending some of the most prestigious universities in the country, all are moving into the future with a solid portfolio of skills which will help their success in any environment they choose.

While we naturally point to acceptances at schools like Dartmouth and MIT as an indication of our system's success, it is the goal of the School Committee and a better measure of success that we find **appropriate** placements for all of our students that will further prepare them to be productive, contributing citizens of our country.

In addition to the success of our graduates, we can continue to take pride in the success of our students at all levels. Our Sports program continues to be one of the best in Massachusetts with our student athletes demonstrating athleticism, intelligence and above all sportsmanship. Our students take part in a number of activities Statewide including the Science Olympiad Program, National History Day, Drama Fest and numerous Band competitions. Our success at all levels is almost too numerous to repeat but continues to reflect on the efforts of the students, staff and parents. We are always indebted to those in the community who provide the additional support when the School Department cannot. It is this support from our PTO's, the Boosters, the Band and Drama Parents support organizations, the Technology Fund, just to name a few, that provide added support and encouragement that fosters a sense community and promotes participation and success.

**Reading Memorial High School
Principal Frank J. Orlando**

Building Project

The High School staff and student body wants to express our deep appreciation to the Town of Reading for the recently passed building project. The project is designed to support the delivery of educational services to our students. It will support the goals that every member of our community desires for our graduates. Maintenance issues will be addressed. New teacher and student workstations will be constructed. A new Auditorium will host both school and community programs. Our Library will be State of the Art. New technology will enhance the investigation of any topic. New athletic facilities will resolve equity issues and present an athletic complex that will draw regional attention. In summary, the entire RMHS community salutes you.

Staffing

Reading resident and veteran Administrator Joe Finigan from Parker Middle School was appointed Associate Principal for Grades 11 and 12 at the High School in July, 2003. Mr. Finigan brings with him experience as a Math teacher, Department Head and High School Administrator that have allowed him to assimilate quickly and effectively into the role he so ably filled from 1997-2000. His background and experience has already had a major impact on our work to improve our school.

Last year, eleven new members of our faculty took part in a series of teacher induction workshops designed to ease their transition into the High School. Each new teacher (protégé) was mentored by a veteran teacher who advised him or her on topics that ranged from instructional strategies to lesson planning to operational policies. By every measure, the teacher induction program was a resounding success.

Class of 2003

The Class of 2003 experienced an extraordinary level of success in their efforts to matriculate into our nation's most academically challenging programs. Our top students were accepted to institutions of higher learning like Brown, BU, BC, Holy Cross, Bates, Colby, St. Lawrence, UVM, UNH, U. Mass, Syracuse and Providence.

The following is a complete breakdown of their post graduate plans:

Four Year Colleges – 75.8%
Two Year Colleges – 12.1%
Business/Technical/Prep Schools – 3.5%
Work – 2.4%
Armed Services - 2.4%
Other - 3.8%.

NEASC Accreditation Process

The High School completed its work on each of the seven standards (Mission & Expectations, Curriculum, Leadership, Instruction, Leadership, Community Resources for Learning, School Resources for Learning) to be measured by the NEASC accreditation process. Curriculum guides have been completed for all subjects with links to the school's Mission Statement. That statement reads:

MISSION

The primary concern of Reading Memorial High School is the preparation of students to be literate, skilled, creative, healthy, competent and informed citizens-appreciative of the arts, capable of critical thinking and problem solving, and able to function intellectually, emotionally and physically within a complex, interdependent and pluralistic world.

As educators, we believe our work centers on the pursuit of knowledge and the cultivation of intellectual, emotional and physical well being. We help our students enhance their ability to think by teaching the symbols and concepts through which thought and creativity take place, and by developing the skills for using those symbols and concepts. The uses of intelligence with which we are concerned include critical thinking, observing, information gathering, processing and evaluating, listening, logic, computation, oral and written communication, and the application of these skills in decision-making and problem solving. We help our students by imparting knowledge of their bodies and providing opportunities for physical activity.

The **accreditation team of 16 educators** from throughout New England visited our school in early October under the direction of Scott Leslie (a veteran Administrator from Connecticut). It was gratifying to hear his words of praise for our preparation.

MCAS Testing

Once again, our students have attained scores that place the High School within the top echelon of all high schools in the Commonwealth. Most notably, all of the seniors in the Class of 2003 met the MCAS graduation requirement. Our performance on the MCAS reflects the commitment of our staff and students and the rigor and quality of our academic program. On a bi-annual basis, the State Department of Education rates schools by their ability to meet goals for improvement on the MCAS. I am pleased to report that RMHS surpassed with ease the goals set by the Massachusetts DOE.

2003 MCAS Grade 10 Results

<u>Math</u>	<u>State</u>	<u>RMHS</u>
Advanced	24%	46%
Proficient	27%	34%
Needs Improvement	28%	18%
Warning	21%	2%
<u>English</u>		
Advanced	20%	36%
Proficient	41%	47%
Needs Improvement	28%	16%
Warning	12%	1%

Academics

The 2002/03 school year brought new courses to the High School program of studies. The English department “piloted” a new college preparatory course for all juniors and seniors that focussed on the improvement of written expression and gave students experiences with all of the literary genres. Math instituted yearlong courses that further developed the study of Probability and Statistics and student work in Trigonometry. Latin continues to grow and our students have scored exceptionally well on the National Latin Exam. Finally, our Social Studies Department has created a new course on World War II. All of these courses are consistent with State frameworks, our school’s Mission Statement and the School Committee’s strategic plan.

A special note on the work of the Technology Committee should be made for the contribution it has made to our Social Studies and English Departments. Last Spring, the Technology Committee purchased a second portable cart of computers. Our teachers and students use the computers nearly every period as a primary research tool. Thank you.

Instruction

The NEASC accreditation process supported a significant discussion relative to the instructional techniques employed by our staff. The results of this discussion gave us an appreciation for the strategies we regularly use, and laid the groundwork for the study of topics that interest our staff. The first of a series of workshops dealt with teacher interest in the study of rubrics as a major tool in the assessment of student work. TEACHERS 21 offered the workshop with 28 teachers in attendance.

Extra and Co-Curricular Programs

Our extra and co-curricular programs support student interest with a full array of after school activities. Leadership roles are offered to students through the class and student council governmental organizations and opportunities to participate in high interest activities are presented via art club, athletics, band, drama, government, etc.

Athletic teams enjoy a very high rate of student participation. This Fall, our program under the direction of Mr. Vaccaro was honored as the first two-time district sportsmanship award winner. Coupled with our ranking in the Dalton Trophy contest (based on combined winning percentage), we have many reasons for praising our student athletes, their coaches and our Athletic Director.

The Band Program was, once again, recognized for its excellence. Whether it was a holiday parade or a MICA band competition, our musicians were great examples of the quality of our program and school. They are the result of the support they receive from their parents, our school, the work of our Director and the support they receive from our Band parents.

The Drama Program garnered similar recognition from the State Drama Education Association for its performance in the State finals. It was no surprise. The program continues to grow. Last year’s performance of “Hello Dolly” demonstrated the skill of our students and the outstanding direction they get from Mr. Endslow and Ms. Killian. Several performances were sold out. Our students, Directors and Drama Parent Association are to be congratulated.

**Arthur W. Coolidge Middle School
Principal John Doherty**

Soaring to Succeed!

The Arthur W. Coolidge Middle School continues to work on improving all areas of its program in its quest to become a school that addresses the social, physical, intellectual, emotional/psychological, and moral needs of all its students. With the support of teachers, administration, support staff, parents and students, Coolidge has been able to work on many of these areas during 2003. We look forward to the challenge of continuous school improvement during the 2003-2004 school year.

Our Vision Statement Has Become Our Direction

Since the approval of our Vision Statement in 2001 by our School Council, we have used this document as the basis for all of our decisions in moving forward as a developmentally responsive middle school that addresses the needs of all children. Every decision that is made by our staff and administration takes into consideration where we would like to be in the next few years. It is this process which has allowed us to have thoughtful discussions about program, curriculum and new initiatives. An excerpt of the vision is described below:

"...Philosophically, Coolidge will be a developmentally responsive middle school. In each of the three years, students will connect with adults who understand the developmental stages of an adolescent and who will create a stimulating environment that is so supportive that no student will fall through the cracks, emotionally or academically...Our teams will be small communities of learners, made up of adults and students in a close and mutually respectful relationship. Staff will strive to create connections so that students feel comfortable discussing problems and issues with at least one adult in every grade level...We will welcome families, keep them informed, help them develop expectations and skills to support learning, and ensure their participation in decision-making. As a result of this partnership, we will be deeply rooted in our community.

School Improvement Plan and "Blueprint for Success" Assessment Tool

The Coolidge Middle School Council, with input from the PTO, staff and community, has emphasized the following areas to focus on for the 2003-04 school year:

Creating a Blueprint for Success-Focus on Learning

To create a school that is continually focusing on assessment and reflection of all of the programs and practices that affect student learning. To move Coolidge to exemplary school status, which includes promoting the concept of a school within a school (team), using a variety of instructional strategies, while maintaining a relevant and challenging curriculum in correlation with the Massachusetts Curriculum Frameworks. To collaborate with all stakeholders in the school community to design programs and policies to improve student learning.

These goals are consistent with the Reading School Committee Strategic Plan Goals, as well as the goals stated by the No Child Left Behind Act of 2001.

The above goal will focus on using the “Blueprint for Success” Assessment tool that looks at all of the criteria that make a developmentally responsive middle school. The criteria include focusing on the areas of student support, school organization and climate, challenging standards and curriculum, active teaching and learning, professional community, leadership and educational vitality, school, family and community partnerships, and indicators of academic success.

Our goal is to continue to improve as a middle school and make the changes necessary to help all students succeed. If we do not continue to move forward and improve and instead stand still, we, in essence, are moving backwards.

In 2003, we conducted a self-assessment of our school, using the New England League of Middle Schools Spotlight School Assessment Tool. Using the data generated from that assessment helped us improve in several key areas.

How We Help Students Succeed

One of the major focal points of the school is to design ways to help students succeed. With a grant from the Donald A. Burns Foundation and State MCAS grant funding, Coolidge has established the P.A.S.S. (Program to Achieve Student Success) program for those students who have below a C average in any academic subject area. This program, which is held before/after school and on Saturdays, emphasizes reinforcing student skills and supporting current curriculum material that they are working on. In essence, P.A.S.S. is designed to help struggling students succeed so they do not have to attend Summer school. The program is now entering its third year and our standardized test data and anecdotal data are beginning to show conclusive results that this program is effective for student learning.

Other ways that we help struggling students gain knowledge and skills include before/after school assistance by classroom teachers, higher expectations for homework completion, frequent home communication with parents, an in-school tutorial program, an after school homework completion program, peer tutoring by Reading Memorial High School students and our peer leaders, a remedial reading program, and after school library hours (funded by the PTO).

School Accomplishments Which Emphasize the Middle School Philosophy

This past year included major accomplishments for Coolidge as it continues to strive to become an exemplary developmentally responsive middle school. These accomplishments included an expansion of our advisor/advisee program to include academic advocacy and goal setting, an expansion of our teacher induction program, increasing display of student work throughout the corridors, and greater student involvement in the day to day running of the school. In addition, we expanded our staff-based committees from 7 to 8 areas including committees on Professional Development, School Climate, School Safety, Grades 8 to 9 transition, Student Performance, Advisor/Advisee, Communication, and Grant Writing. We continued to improve the transition for our 6th grade students by expanding our “Welcome to Coolidge Program” which is traditionally held in August before school begins. Over 70% of our incoming 6th grade students participated in this program. Our goal is to improve on the above areas and develop new ideas as we prepare our students both academically and emotionally during some of the most difficult developmental stages of their life.

Communication and Parental Involvement

"The Coolidge Comment," a monthly newsletter published and written by parents, teachers and students highlights the accomplishments and informs the community of upcoming events. The Homework Hotline Phone Number (942-9157) is available everyday after 3:00 p.m. for parents to check their son/daughter's homework assignments for the evening. Progress reports, report cards and team meetings are other avenues for parents to stay current on their child's progress. The Principal holds neighborhood coffees on a regular basis to discuss school issues. Our web page (reading.k12.ma.us) is updated regularly and contains information regarding the day to day running of our school.

This year, due to funding from our PTO, we have implemented an online communication program called *Edline* which can be accessed through the Coolidge Web Page. This tool displays current school news, daily homework assignments as well as quarterly progress reports for each student. Parents are assigned an activation code, which allows them access to their child's progress report. Parents have given *Edline* very positive reviews.

Parents are involved at Coolidge in a variety of ways. Volunteers help in the Library-Media Center, in the main office, as team parents, on field trips, doing various PTO activities, helping out in the school wide Science Olympiad, the annual school play and other school activities. We have a very active Coolidge Gardens Committee that keeps our courtyards and front of the school looking exceptional. Our PTO meetings (first Tuesday of every month) are well attended and our School Council (second Thursday of every month) and School Improvement Committee are very involved in the vision and direction of the school.

Enrichment Opportunities for Teachers and Students

Students are given the right to take risks and explore avenues of learning. All of our students are involved in the Geography Bee, Spelling Bee, Continental Math League and School Wide Science Olympiad Day Activities. Tryouts are held for the Science Olympiad Team, both Math teams and the school show. Students may elect to participate in the band, chorus or National History Day Competition. In addition, we have an after-school program that offers opportunities to be involved in Peer Leaders, Student Council, Year Book, Homework Hangout, Coolidge Newspaper, Select Chorus, Bell Choir and Intramural Gym.

Students participate in several out of school learning experiences such as the Prindle Pond Environmental Camp, Washington D.C., Montreal and Quebec, Museum of Science, Museum of Fine Arts, Sturbridge Village, Boston Repertory Theatre, Boston Symphony Orchestra, University of Massachusetts at Lowell College of Music and other educational trips. On several occasions, students have performed community service for the elderly, the less fortunate and elementary students.

We traditionally collect donations of food or money for UNICEF, Children's International Fund, Friends of Boston Homeless, Veteran's Flowers, Adopt-A-Family, American Red Cross, Reading Food Pantry, Make-A-Wish Foundation, Tuesday's Child, Doctor's without Borders and the Council on Aging.

Our teachers are involved in several professional organizations. We are affiliated with Ohio State University, Seton Hall University, U.Mass Lowell, Northeastern University, Salem State College, Assumption College, NOVA Southeastern University, Endicott College and Harvard University for specific projects and staff initiatives.

Awards and Recognitions

Listed below are some of the awards and recognitions that our school community has received throughout this calendar year.

- ♦ **The Coolidge Middle School Science Olympiad Team** won the 2003 Massachusetts State Science Olympiad Competition and finished sixth place out of 54 teams at the National Science Olympiad Competition in Columbus, Ohio. Special recognition goes to the Science Olympiad Parent Support Group who raised over \$30,000 to send the students on the trip.
- ♦ **Our Music Program** continues to grow and develop as they received four silver medals, one gold medal and one bronze medal in the 2003 Massachusetts Instrumental Conductor Choral Association (MICA) Festival. In addition, the Parker/ Coolidge Middle School Combined Jazz Band won a gold medal at the International Association of Jazz Educators Festival.
- ♦ **Coolidge staff** received grants totaling over \$30,000 to run various programs which includes our P.A.S.S. Program and PTO Enrichment Programs.
- ♦ **A group of Coolidge Teachers** presented their best practices at the National School Reform Conference in Lake Buena Vista, Florida last December and will be presenting three workshops at the conference this December.
- ♦ **In May**, Coolidge Middle School was awarded the NELMS (New England League of Middle Schools) Spotlight School Award for its work in making Coolidge a developmentally responsive middle school. Coolidge is one of only 11 spotlight schools in New England. Coolidge will now become a demonstration school and have school visitors from all over New England.

Final Thoughts and Thanks

We would like to thank Coolidge retiree Marie Tomasello who filled in as Interim Assistant Principal for Gary Hart who was the Interim Assistant Principal at Reading Memorial High School last year.

As a final note, we would like to recognize Coolidge Language Arts Teacher Janet Quinn, Social Studies Teacher William McQuillen and Reading Specialist Susan Redgate who retired this year. Combined, they spent over 60 years in the Reading Public Schools educating children. Their talents touched the lives of several generations of students.

**Parker Middle School
Interim Principal William L. Foye**

Parker Middle School continued to be a place where students were asked to achieve at high levels and they responded to the challenge with enthusiasm. Having experienced much success, one would think that our school would struggle to retain such a vibrant learning climate but the

importance of continuous improvement in the culture of the school insured vitality. The importance of continuous improvement was championed by a faculty who took on two major initiatives:

1. The development of a district-wide middle school curriculum in collaboration with Coolidge.
2. A re-examination of the core values of the school to determine the beliefs that are the foundation for our mission.

Being willing to take on such monumental tasks in the same year demonstrated the faculty's willingness to be constant learners, to take risks and, in general, to move forward.

MCAS

The MCAS scores support the claim of improvement. In charting our Annual Yearly Progress, the State has determined that Parker has met the specified targets for improvement while maintaining a prestigious high rank compared to other middle schools in the Commonwealth. Improvement was driven by a focused curriculum that was aligned with the frameworks and tweaked based on MCAS analysis of various curriculum areas. High scores were produced by a strong curriculum presented by engaging teachers and the extra effort by tutors and students for whom the subject may be difficult.

Staff Development

Improvement was sustained through a professional development plan that encouraged teachers to look for ways to raise the level of instruction. In 2003, teachers organized study groups in poetry and the uses of Technology in Math. New teachers attended an introductory workshop on the John Collins' methods of teaching writing in all disciplines. Most current teachers use aspects of this system. Much work was done to mentor the eight (8) teachers who are new to the district. Time has been given for the efforts of teams of teachers and department members to share the way things are done at Parker including the need for high standards for academics and citizenship.

The Parker staff was not content to rest on past successes -- they looked for the better way to deliver instruction. The recent recognition of Ellen Howland gave testimony to the progressive attitude of the faculty. Ellen was recently recognized by the Junior Great Books Foundation for demonstrating "How The Shared Inquiry Method Gives Students The Opportunity To Learn More."

The work done this year in writing a common curriculum for both middle schools has stimulated high level professional discussions with the Coolidge staff that will lead to more collegial consultation in the future.

Faculty Committees

Committees were formed to examine the components of the Parker Culture. Committees were formed to work on Professional Development, Technology and Enrichment. The committees of Student Life, Faculty Life and Student Recognition were very active. The Student Recognition Committee reviewed and changed the systems for awarding commendations and awards to students. Initial steps were taken to store citizenship points earned by students each year on computer which will facilitate retrieval of this information at the end of the student's eighth grade year.

Improvement Plan and the School Council

The School Council's first goal for improvement was to provide "leadership and support" for the Interim Principal. This has been done most satisfactorily. The second goal was to enhance home school communication. So far, the new Parent Handbook has been developed to make parents more knowledgeable about school expectations and procedures. The voice mail system was repaired and both voice-mail and e-mail addresses of all teachers and administration have been published in the Parent Handbook and on the expanding web site. Both the **Student Handbook and the Parent Handbook were made available on the website at www.reading.k12.ma.us/parker/** where you will also find calendar and other pertinent information.

The PTO Newsletter and other important messages were sent to about half of the families via e-mail. Both sixth grade teams held morning coffees for parents. The richest communication link with teachers continued to be the team meeting. In general, there was an extraordinary amount of discussion between teachers and parents. For example, one team has been in contact with 57% of the families they work with through meetings, phone or e-mail conversations between September and December. Goal three was to continue providing the students with the necessary skills and strategies to master the material they will be learning and to demonstrate that mastery on tests, specifically the MCAS and other standardized measures. Our MCAS scores have documented the meeting of this goal. Goal four was to reassess the core values of the Parker climate and culture. This reassessment will lead to the choosing of a limited number of values which will be the driving force for all we do. So far, we held preliminary discussions on the process and a training session with John D'Auria, the Principal of Wellesley Middle School who is an expert in this arena. As part of this work, we practiced having conversations in which all staff were heard and all felt safe enough to speak their mind. The process enlivened our professional development sessions and promises to lead us in new directions.

Enrichment

Certainly Parker has been blessed with extraordinarily bright and well mannered students. These students are mature enough as learners to benefit from the well-planned enrichment activities that extend learning beyond the curriculum. Through the Enrichment Committee, a highly effective group of parents and staff members, nine programs were presented in assembly form to the whole school or various classes. All of the programs are previewed for quality and all connect to the curriculum. Last year, there were programs on poetry, Shakespeare, a guest author, the Mill Girls Historical Program, weather, a dance company and a science presentation.

Service

The Parker culture emphasized caring about others. The tradition of community service broadly affects all students. For example, students have raised money for the Pine Street Inn, Turkey's 4 America and the Shriners. Food has been collected by the Student Council for the Reading Food Pantry. Toys have been collected by the Peer Leaders for Toys for Tots Program, and coats were collected by the P.A.C.E. students and given to the Coats for Kids Program.

This year, the entire eighth grade participated in Project Unidos, an initiative in which we worked with four Head Start classes in Lawrence. A pair of students was assigned to work with a pre-schooler in the Head Start Program. Students got to know pre-schoolers by sending them a

pencil box with learning supplies, and pre-schoolers sent back a “getting to know you” sheet with pictures and art work. The students recently made board books with color, shape, number and letter themes that they delivered to Lawrence.

Extra Curricular Activities

The Wordmasters Challenge Team finished 12th in the nation after a dramatic fifth place finish in the final meet of the national competition with 25,000 students in top schools. Students must perform critical thinking exercises based on a set of interesting new words that are above grade level. Ms. Zona and Mrs. Martinson prepared the seventh graders for the competition. Once again, the musical HONK was a huge success. A large percentage of the student body participated in the cast and crew. The Math Team, under the direction of veteran coach Robert Ohlson, was undefeated. Mr. Ohlson will step aside from the coaching duties for the 2003-2004 season after an illustrious career. Under his watch, over 100 students each year became interested in the Math Team.

Transition

It is important to note the significant staff changes at Parker. After three years, Principal Joe Finigan made the career decision to return to the High School as Associate Principal. Though he is gone, the result of his leadership is evident every day. Jack Kelliher, a Math teacher for many years, retired in June. He was a dedicated professional who also taught in Reading elementary schools.

Parker was also shocked by the loss of Joan Clifford who died after an illness with cancer. Joan was a long-time Foreign Language teacher at Parker who was known for her high academic standards, sharp wit and trips to French speaking Canada.

In summary, the Parker tradition continues to engage students in a classic education that is delivered with modern, effective instructional techniques. Caring, self-disciplined students and a remarkable talented staff have contributed to a highly successful year. It is an honor to serve in such a school.

Alice M. Barrows Elementary School Principal Karen Callan

The year 2003 proved to be fruitful and fulfilling for the staff and students at the Alice M. Barrows Elementary School. The students benefited by the various curriculum initiatives, projects and events that took place during the year.

Safety and Supervision

The Barrows' community continued to implement the teachings of bullying prevention. Through the concept of learning rules, by role models, the students have learned how to be friends to all. The PTO continued to address safety through events, enrichment programs and speakers.

Renovations

This year, the plan was approved to move ahead with the additions and renovations for the Barrows School. The staff met with the architect in late Spring to give feedback and input to the plans. The Principal continued to meet throughout the Summer to refine the plans for the school. The project will go out to bid in late Fall 2003 with a start date of late Winter, early Spring 2004. A new media center, new gymnasium and completed renovated classrooms will be an exciting opportunity upon completion in 2005.

Community Outreach

This year, the school continued to help those in need. Through the student council, the PTO, High School students and staff members, various endeavors were taken on. The efforts of these projects helped Children's Hospital, the American Heart Association, Homeless Shelters, the Veteran's organizations, St. Jude's Hospital and the Animal Rescue League. The children have learned the importance of giving from their heart to help those less fortunate.

Parent Teacher Organization

This year, the PTO made communication a priority within the community. Increasing the participation at monthly PTO meetings helped everyone to become more informed of happenings in the school. A survey in the Fall allowed the PTO to revise and update the newsletter to make it meaningful for all readers. Increasing family involvement at family activities, brought the 'fun' side to the educational front. The PTO continued to provide volunteers for all activities, support for classroom teachers and funds to implement many of the school wide initiatives.

Curriculum

This year, Barrows implemented the third year of the Language Arts initiative in Grades K-5. The students are immersed in the concepts of literacy in their classrooms. The staff was able to participate in various professional development trainings and courses that aided them in the implementation phase of the programs. All teachers used the teachings of John Collins and the LINKS programs to enhance the writing in the classrooms. The fourth and fifth grades piloted new spelling programs which were adopted in June, 2003. A solid program also has a solid assessment aspect tied to it. At Barrows, the classrooms instituted writing benchmarks, various language arts assessments, and alternative assessments for students unable to achieve through traditional methods. A full implementation of the Math assessment tool for the report cards took place during this year.

Birch Meadow Elementary School Principal Richard E. Davidson

It is with pleasure that I take this opportunity to tell you, the Reading community, about the many exciting and important learning experiences that are available to all children here at the Birch Meadow School. I urge members of the community to feel free to visit your school and talk with parents, staff and administration.

Curriculum

As a school and as a district, we are pleased about the districts' continuing curriculum enhancements. This year, at the K-2 level, we are entering our fourth year of implementation of the new Language Arts program. Scholastic's Literacy Place was implemented two years ago at the K-

2 level, and this year marks the second year of implementation at the third, fourth and fifth grade levels. In addition, the K-2 level has implemented the John Collins Writing Program and the Junior Great Books Program. These programs were also implemented at the upper grade levels last year. This year, we also implemented a new phonics program called Foundations to supplement the Scholastic Program at the kindergarten and first grade level.

Unique to Birch Meadow, our Birch Meadow Publishing House is currently celebrating its 14th year of publishing books that are written and illustrated by our students. The students over the years have over 10,000 published books to their credit. Our annual celebration of student writing through our Young Authors' Days continues to be a favorite event of students, staff and parents at Birch Meadow.

Bullying Prevention Program Grant

Last year, Birch Meadow applied for and received a second \$50,000 Bullying Prevention grant from the Mass. Department of Public Safety. The grant provided funding for training of staff and school community members in recognition and prevention of teasing and bullying. The emphasis was on classroom meetings involving bystanders, role playing and providing strategies to students and staff as we establish a culture of acceptance and tolerance. In our first year of the grant, we established a Birch Meadow Code of Behavior, student contracts and reflection sheets that respond to situations where bullying occurs.

During our second year, we focused on parent communication through the use of monthly newsletters about the program, training for support staff and involving bystanders in support of victims.

In our current third year of the program, we have continued the emphasis on classroom meetings and role playing. We have continued our very successful lunchtime volunteer program as well as the booster activities. This Fall's booster activity involved the use of music and chorus to deliver the important message about bullying prevention. Our very talented Music and P.E. Specialists have continued the "Radio Broadcast Shows" that also deliver the important message about bullying and teasing.

Artist-in-Residence

In support of our Science Garden Center, the idea was developed to create a permanent three-dimensional sculpture that would further integrate the Science Center with the curriculum and the Arts. The project, delayed for two years because of lack of funding, was finally completed through the efforts of its many supporters. In October, renowned sculptor Mark Cooper worked closely with Art Specialist Carole Davis and every student at Birch Meadow to create an outstanding original work of art. I believe even the DeCordova Museum would be jealous of our creation. On November 24th, a dedication ceremony was held in our Science Garden Courtyard that included a clearing ceremony by a medicine man from the Wampanoag nation of Mashpee.

Technology

As a school, we continue to be excited about the use of Technology as a tool for learning and instruction. Two years ago, our PTO funded the purchase of ten new Dell desktop systems that are being used to support the Language Arts program. I am very pleased to report that the mini-lab and its daily use have been well established through the direction and support of our Library Media Specialist.

After School Activities Program (ASAP)

At Birch Meadow, our school is now in its ninth year of offering after school enrichment programs for students. Courses are offered in six-week periods and range from computers, to drama, to science, to karate, to chess, to several experiences in the arts.

Parent Involvement

One of the major strengths of Birch Meadow continues to be its extremely high level of parent involvement and support. The PTO is an outstanding organization which contributes to the quality of life in so many ways here at Birch Meadow. While they do raise significant funds for enrichment programs, field trips, library enhancement, to name a few, they also enhance our instructional program by their involvement in their children's classrooms, and by volunteering to be a part of our School Council. They readily help on committees and offer support to teachers whenever the need arises. This year, in conjunction with our PTO, our staff is presenting a "Learning Series" to enhance and improve parent understanding of the changing curriculum.

Student Council

The fourth and fifth grade Student Council organized their 13th Annual Senior Citizen Luncheon in December to the delight and enjoyment of over fifty guests. Mrs. Mosier, our Music Specialist, and over 200 students also enjoyed a holiday sing-a-long after the usual delicious turkey fricassee lunch. Desserts prepared by our many parent volunteers added to the festive holiday atmosphere. Our civic-minded council also sponsored a coat drive for the more needy residents of the Greater Boston Area and organized our Annual Globe Santa Drive.

Open Invitation

Again, I would like to extend an open invitation to members of the Reading community to visit our/your school. Our Library Media Center continues to be a great place to volunteer and work with children. Please feel free to call Principal Richard E. Davidson at 781-944-2335 with any questions, comments or to arrange a visit. Thank you for your continued support.

**Joshua Eaton Elementary School
Principal Lisa M. Cormier**

Student Performance/Curriculum Initiatives

The Joshua Eaton School continues to make strides in having our students meet the Massachusetts Curriculum Framework standards. We have met or exceeded all of the target Performance and Improvement ratings that have been set for our school by the Department of Education. We are very proud of the hard work that went into realizing these gains.

All students in Grades K-5 are continuing to benefit from the Language Arts curriculum initiative. This Fall, we have implemented a new Language Arts curriculum, Foundations, in Kindergarten and Grade One, to teach phonemic awareness and phonics skills. Teachers have participated in extensive professional development associated with the curriculum initiative, and are effectively employing the curriculum in their classrooms.

Throughout this year, the staff at Joshua Eaton continued to work to develop greater consistency with grade level expectations. We are continuing to work collaboratively as a staff to more clearly define what quality work looks like at each grade.

Community Outreach

Our Fifth Annual Veterans' Day Assembly was a wonderful success. We enjoyed another spectacular performance by singing State Trooper Sgt. Dan Clark. This year, we again welcomed over 80 veterans from our school community. The students and staff at Joshua Eaton prepared a beautiful assembly honoring the men and women who served our country in the military. This event kicked off our Annual "Pennies for Veterans" collection that runs through Memorial Day. All proceeds will be sent to a Veteran's Hospital.

The Joshua Eaton School continues to actively reach out to the community at large. We hold an Annual "Senior Tea" event each Spring, inviting seniors within Reading to an afternoon performance from our students. Many classrooms are also involved in ongoing efforts to create seasonal and holiday greeting cards for elders and veterans.

In addition to these events, our PTO each year organizes a collection of food items for needy families in Town. We hope that by immersing our students within these community outreach efforts, it will help to instill the value of community service within the youngsters at Joshua Eaton.

School Advisory Council

Our School Improvement Goals for this year are organized around the following themes: Communication/community building, improving student achievement, improving school security, and improving the use of technology. We are in the process of instituting a school-wide e-mail system. The staff has been utilizing the system internally this Fall, and we expect to extend our communications to the Joshua Eaton School community by the end of January, 2004. We are continuing to update and improve the use of the school website as a tool for communication. These are just a few of the many efforts we are making to provide ongoing communication to the families of our students at Joshua Eaton.

J. W. Killam Elementary School
Principal Paul A. Guerrette

Pillars of Character Program

The 2002-03 school year at the J. W. Killam School saw the continuation of the Pillars of Character Program that engaged the students and faculty in teachings related to the Six Pillars themes of Citizenship, Caring, Trustworthiness, Respect, Fairness and Responsibility. Several community members including Superintendent of Schools Harry Harutunian, Director of Athletics Phil Vaccaro, Hal Croft, Marine Corps Veteran, Frank Orlando, Principal of RMHS, Barbara

Boucher from the Reading Food Panty, Fire Chief Greg Burns, Police Chief Robert Silva and Children's Librarian Brenda Wettergreen were guest speakers at the six assemblies held at the school during the year. Through the Pillars Program, the school continues to address the goal of having a school climate where tolerance and respect are valued.

Communication and Parental Involvement

The school continued its efforts to effectively communicate with the community. The school year opened with a series of three curriculum informational nights where the faculty presented to parents an overview of the program of study their children would be focusing upon for the upcoming school year. Written summaries of the curriculum were distributed for parents to take with them.

Monthly PTO Meetings continued to provide opportunities to be involved in school activities. At each meeting, a speaker was scheduled and spoke about a timely topic of interest.

The Killam Kaleidoscope published by the PTO continues to keep the school community informed of school happenings. Copies of this school publication are sent to the local media, Town Hall, the Senior Center and the Reading Public Library. The Killam School website continues to grow and expand as a source of information for the community.

In February, the Annual Learning Fair afforded the parents another opportunity to visit the school with their children to see projects and performances that reflect what students do on a daily basis at the Killam School. The final event was an evening in May where the students and their parents celebrated our Annual Arts Evening where student artwork was displayed and students sang songs for their parents.

Professional Development

A series of professional development work sessions involving the entire faculty in the examination of student work did much to help teachers reflect on instructional practices and the alignment of instruction in the area of writing. The effort was centered on the improvement of student performance in their ability answering open-ended questions like those found on the MCAS testing given to students in Grades 3-5. The result of that effort was one factor that generated improvements in results seen on the writing sections of the 2003 MCAS tests.

The faculty continued to participate in the John Collins, Links and Guided Reading in-service training as part of their professional growth as we implement the Language Arts Program throughout the district.

Technology

Training in the use of new technology purchased with money raised through a PTO Auction held the previous year continued. The Media Specialist and Technology Assistant designed and conducted training sessions for the faculty on the uses of the SmartBoard located in the Library. In addition, the faculty was trained in the application of software for use in the instructional program.

Faculty and Staff

Teachers new to the district worked closely with their assigned mentors as part of their induction into the Reading Public Schools.

Two veteran members of the Killam School faculty retired at the end of the 2002-2003 school year. We wish to thank Ellen Zermani and Linda Carey for their many contributions to the children they taught.

Special Education Director Stephen D. Gannon

The Special Education Department of the Reading Public Schools has been working in conjunction with regular education to implement long-range plans with the goal of controlling out-of-district cost by the creation of internal programs and professional development.

Department resources have been focused on four areas:

1. Monitor and control the budget and legal processes in the Special Education Department.
2. Find the most cost effective ways to deliver quality State of the Art programming for Special Education students.
3. Lead the Special Education Department in a manner that would build trust and consistency to the department's processes and programs.
4. Setting and living up to the same high standard of excellence as regular education in Reading.

In addition to these goals, we have been strengthening our networks with other Special Education Departments which has led to an exchange of cost effective programming ideas and referrals to our under utilized In-District programs.

Implementation

During the school year, we have so far accomplished the following:

- ◆ Researched and pursued all possible ways to get funds for the district under the new Circuit Breaker law resulting in substantial new funds for the district.
- ◆ Developed and implemented a new program at Coolidge Middle School for students with social/emotional issues that has resulted in a substantial savings in out-of-district tuition cost.
- ◆ Developed and implemented a new program at Birch Meadow for developmentally delayed students which has resulted in savings in the out-of-district tuition cost.
- ◆ Revised a Special Education procedures manual reflective of new laws and regulations and input from Department of Education.
- ◆ Began the development of an I.E.P. Manual.
- ◆ Continued the processes of reviewing and accepting perspective tuition paying referrals to under utilized district programs resulting in substantial income to offset district expenses.
- ◆ Developed a multi-faceted professional development program to meet the needs of current staff. This included study and book groups and workshops.
- ◆ Developed and delivered Summer Special Education programs in-district for elementary students resulting in substantial savings.

- ◆ Increased use of adaptive technology to provide better access to the curriculum for Special Education students.
- ◆ Reorganized the delivery of Special Education services at the High School to reflect the needs of the student population and resulting in more independence.
- ◆ Developed a district-wide Special Education Curriculum Committee to review and standardize delivery of services throughout the district.

Additionally, we have and will continue to:

- ◆ Monitor all out-of-district Special Education programs attended by Reading students to assure that they are meeting their needs and providing a quality education and have a plan for movement to the next least restrictive environment.
- ◆ Monitor the Special Education process to ensure that eligibility criteria, I.E.P. process and other Special Education laws and regulations are followed.
- ◆ Monitor in-district Special Education programs and work with staff to assure that the needs of all the students are met.
- ◆ Develop workshops and other staff development opportunities.

School Entrance Requirements

To be eligible for admission to the Reading Public Schools, a child must have reached the age of five on or before August 31st of the entering year. Under no circumstances will children younger than five be admitted.

No child shall be admitted to school except upon presentation of a physical exam and evidence of immunization as required by the State Immunization Law and in accordance with the schedule established by the Department of Public Health. Effective March 1, 1990, children are required to present documented evidence of lead screening prior to entrance into preschool and kindergarten.

Under Laws of the Commonwealth, each child shall attend school beginning in September of the calendar year in which he attains the age of six.

Upon entering school, each child is required to present a birth certificate.

“No School” Signals

“No School” will be announced over Radio Stations WBZ, WRKO, WEZE, WHDH, WBUR, on Television Stations 4, 5, 7 and Channel 9 on Cable TV between 6:30 a.m. and 7:30 a.m.

It is the policy in Reading to have school on all scheduled days and for parents to decide when conditions are such that it would be unwise for their child to attend. However, when roads cannot be opened or other extraordinary conditions exist, school may be cancelled for all schools or for the elementary grades only. This decision will be made by the Superintendent of Schools.

Enrollment

The enrollment of the Reading Public Schools as of October 1, 2003 was 4,201. In addition, there are 60 out of district Special Education placements, 63 students at the RISE preschool program, 60 students from Reading enrolled in Grades 6 through 12 at Austin Preparatory School, and 25 enrolled in Grades 9 through 12 at the Northeast Metropolitan Regional Vocational School making the total school population in Reading as of October 1, 2003 -- 4,409.

ENROLLMENT STATISTICSEight-Year Summary of Public School Enrollment*

<u>GRADE</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
<u>K</u>	312	318	279	269	333	301	316	294
<u>1</u>	374	359	361	310	304	366	331	358
<u>2</u>	322	376	363	354	307	307	354	342
<u>3</u>	346	319	374	358	354	306	310	351
<u>4</u>	360	348	322	362	359	346	307	312
<u>5</u>	342	368	348	327	366	346	357	309
<u>6</u>	341	334	366	342	327	367	341	342
<u>7</u>	303	344	332	360	339	328	361	332
<u>8</u>	276	295	345	328	357	337	319	357
<u>9</u>	278	258	291	330	308	328	303	277
<u>10</u>	259	276	259	286	321	305	325	298
<u>11</u>	254	259	268	253	272	298	291	329
<u>12</u>	232	241	253	256	243	269	296	275
<u>SPED</u>	53	24	23	59	22	33	23	25
<u>TOTAL</u>	4,052	4,119	4,184	4,194	4,212	4,237	4,234	4,201

01/03

Retirements

Baggs, Pamela	J. Warren Killam School	Special Education Assistant
Bronson, Nancy	Alice M. Barrows School	Library Media
Cacciapuoti, Domenic	Reading Public Schools, Maintenance	Interim Director of Facilities
Carey, Linda	J. Warren Killam School	Grade 4
Collins-Rea, Maureen	Joshua Eaton School	Grade 3
DeLong, Michael	Joshua Eaton School	Grade 4
Donovan, Judith	Reading Memorial High School	Science Teacher
Friedman, Claire	Joshua Eaton School	Occupational Therapy
Graveline, Paul	Birch Meadow School	Reading Specialist
Howard, Elizabeth	Joshua Eaton School	Regular Education Assistant
Kelliher, John	Walter S. Parker Middle School	Math Teacher
McQuillen, William	Arthur W. Coolidge Middle School	Social Studies Teacher
Nicklasson, William	Joshua Eaton School	Art Teacher
Quinn, Janet	Arthur W. Coolidge Middle School	Language Arts/Special Ed. Asst.
Redgate, Susan	Arthur W. Coolidge Middle School	Reading Specialist
Segal, Ina	Joshua Eaton School	Grade 3
Tyburc, Francis	Reading Memorial High School	Social Studies Teacher
Ward, Robert	Reading Memorial High School	Technology Education
Zermani, Ellen	J. Warren Killam School	Grade 4

Resignations/Reductions

Ahearn, Kate	Alice M. Barrows School	Special Education Assistant
Arcardo, Ed	Reading Memorial High School	Athletics
Baggs, Pamela	J. Warren Killam School	Special Education Assistant
Barry, Donna	Walter S. Parker Middle School	Special Education Assistant
Battaglia, Richard	Walter S. Parker Middle School	Science
Blodgett, Everett	Reading Memorial High School	Athletics
Bruce, Anna	Joshua Eaton School	Special Education Assistant
Bruce, Sheila	Reading Memorial High School	Athletics
Bryson, Nancy	Reading Memorial High School	Special Education Teacher
Champagne, Jennifer	Birch Meadow School	Education Assistant Tutor
Clifford, Joan	Walter S. Parker Middle School	Foreign Language
Collins, Daniel	Walter S. Parker Middle School	Special Education
Connor, Rosemarie	Walter S. Parker Middle School	Special Education Assistant
Cormier, Janet	Walter S. Parker Middle School	Cafeteria
Crosby, Donna	RISE Preschool Program	Special Education Assistant
Cushman, Debra	Birch Meadow School	Psychologist
Davis, Christie	Walter S. Parker Middle School	Special Education Assistant
Doherty, Colleen	Alice M. Barrows School	Special Education Assistant
Donovan, Jeannie	Reading Memorial High School	Art Teacher

Resignations/Reductions (Continued)

Duffey, Erin	J. Warren Killam School	Special Education Assistant
Duffy, Leshia	Birch Meadow School	Grade 1
Enokian, Sandra	Arthur W. Coolidge Middle School	Special Education Assistant
Fay, Sandra	Alice M. Barrows School	Special Education Assistant
Garbarino, Suzanne	J. Warren Killam School	Psychologist
Gauthier, Vonda	Arthur W. Coolidge Middle School	Special Education Assistant
Gerardi, Colleen	Reading Memorial High School	Athletics
Gerstenzang, Betsy	Alice M. Barrows School	Grade 3
Gomez, Jennifer	Walter S. Parker Middle School	Foreign Language
Gomez, Michael	Walter S. Parker Middle School	Foreign Language
Hagen, Kim	Birch Meadow School	Special Education Assistant
Harutunian, Harry K.	District	Superintendent
Hennessy, Linda	Arthur W. Coolidge Middle School	Art Teacher
Hess, Sarah	Walter S. Parker Middle School	Science
Jadhon, Katie	J. Warren Killam School	Grade 2
Jagla, Lauren	Walter S. Parker Middle School	Special Education Assistant
Kasprzak, Thomas	Reading Memorial High School	Athletics
Lane, Paula	J. Warren Killam School	Regular Education Assistant
Lorenzetti, Peter	District Facilities Department	Electrician
MacDonald, Steven	Reading Memorial High School	Athletics
Maguire, Edward	Reading Memorial High School	Athletics
Mattola, Angela	Alice M. Barrows School	Special Education Assistant
McCloy, Nancy	RISE Preschool Program	Nurse
McCormack, Karen	Arthur W. Coolidge Middle School	Physical Education
McDonald, Mary	Alice M. Barrows School	Kindergarten
McGlathery, Kathleen	Birch Meadow School	Special Education Assistant
Mirabito, Jacqueline	Birch Meadow School	Special Education Assistant
Mottl, Ann	Walter S. Parker Middle School	ESL Tutor Coordinator
Mounteer, Ellen	J. Warren Killam School	Elementary Science Assistant
Nelson, Jeffrey	Reading Memorial High School	Athletics
Nolan, Patricia	Reading Memorial High School	Athletics
Nygren, John	Reading Memorial High School	Math Teacher
Olshaw, Tara	Walter S. Parker Middle School	Special Education Assistant
Oteri, Steve	Birch Meadow School	Grade 5
Pannos, Kristen	Alice M. Barrows School	Education Assistant
Podzycki, Denise	Walter S. Parker Middle School	Cafeteria
Quinlan, Taliza	Reading Memorial High School	Athletics
Richards, Melissa	Reading Memorial High School	Athletics
Rzasa, Sarah	J. Warren Killam School	Special Education
Sansom, Sarah	Birch Meadow School	Special Education Assistant
Saurman, Emily	Joshua Eaton School	Special Education Assistant

Resignations/Reductions (Continued)

Sweat, Kelly	Reading Memorial High School	Special Education Teacher
Swike, Ann	Reading Memorial High School	Special Education Assistant
Tortolano, Mary	Reading Memorial High School	Cafeteria
Vasseur, Christopher	Arthur W. Coolidge Middle School	Art Teacher
Walshaw, Erica	Reading Memorial High School	Athletics
Weadick, Denise	Birch Meadow School	Special Education Assistant
Weadick, Jennifer	Alice M. Barrows School	Special Education Assistant

Leaves of Absence

Arinello, Janice	Walter S. Parker Middle School	Language Arts
Bielicki, Sarah	Birch Meadow School	Special Education Teacher
Boran, Erica	J. Warren Killam School	Grade 5
Brett, David	Reading Memorial High School	Business Education
Clifford, Joan	Walter S. Parker Middle School	Foreign Language
Connelly, Joe	Reading Memorial High School	Athletics
Cormier, Lisa	Joshua Eaton School	Principal
DiNapoli, Keri	Joshua Eaton School	Grade 2
DiSalvatore, Peter	Birch Meadow School	Physical Education
Durbano, Marsha	Alice M. Barrows School	Grade 1
Encarnacao, Karesa	Alice M. Barrows School	Grade 3
Flynn, Rebecca	J. Warren Killam School	Grade 1
Friedman, Claire	District	Occupational Therapist
Genier, Samantha	Arthur W. Coolidge Middle School	Science Teacher
Hartford, Amy	Walter S. Parker Middle School	Special Education Teacher
Houghton, Elizabeth	J. Warren Killam School	Grade 2
Magill, Rachelle	Birch Meadow School	Cafeteria
Mooney, Christine	J. Warren Killam School	Regular Education Assistant
Papa, Kelley	Alice M. Barrows School	Library/Media Teacher
Pessolano, Stefanie	Alice M. Barrows School	Special Education Teacher
Petersen, Josie	Birch Meadow School	Grade 3
Redard, Alysia	RISE Preschool Program	Physical Therapist
Rice, Catherine	J. Warren Killam School	Grade 1
Vickers, William	Reading Memorial High School	Math Teacher
Wallace, Lisa	J. Warren Killam School	Grade 1

Appointments

Ahearn, Jennifer	Birch Meadow School	Special Education Assistant
Allard, Mary	Reading Memorial High School	Special Education Assistant
Baker, Amy Lynn	J. Warren Killam School	Special Education Assistant
Baker, Lisa	Birch Meadow School	Special Education Assistant
Barry, Donna	Walter S. Parker Middle School	Special Education Assistant
Bettencourt, Melissa	Birch Meadow School	Special Education Assistant
Cianciolo, Judy	Birch Meadow School	Special Education Assistant
Collins, Christine	Alice M. Barrows School	Special Education Assistant
Connor, Rosemarie	Reading Memorial High School	Special Education Assistant
Cook, Gregory	Arthur W. Coolidge Middle School	Special Education Assistant
Cormier, Janet	Walter S. Parker Middle School	Cafeteria
Curran, Shaun	Arthur W. Coolidge Middle School	Special Education Assistant
Davis, Christie	Walter S. Parker Middle School	Special Education Assistant
Dawson, Donna	Joshua Eaton School	Art Teacher
Dean, Berenice	Walter S. Parker Middle School	Cafeteria
Decker, David	Reading Memorial High School	Athletics
Dee, Janet	Reading Memorial High School	Education Assistant - Tutor
DeSanctis, Francine	Reading Memorial High School	Athletics
Deyermond, Andrea	J. Warren Killam School	Special Education Assistant
Doane, Sarah	Arthur W. Coolidge Middle School	Art Teacher
Donovan, Joseph	Reading Public Schools	Custodial
Duffy, Stephen	Walter S. Parker Middle School	Special Education Teacher
Duprez, Kristen	Alice M. Barrows School	Special Education Assistant
Durand, Stacey	Birch Meadow School	Art
Famolare, Kelly	Arthur W. Coolidge Middle School	Science Teacher
Favazza, Kathy	Walter S. Parker Middle School	Math Teacher
Fine, Alicia	Reading Memorial High School	Art Teacher
Foye, William	Walter S. Parker Middle School	Interim Parker Principal
Gabel, Cory	J. Warren Killam School	Grade 2
Gigante, Kristen	Alice M. Barrows School	Grade 5
Gillung-Fontanez Gretch	Arthur W. Coolidge Middle School	Special Education Assistant
Gomez, Michael	Walter S. Parker Middle School	Foreign Language
Gotsell, Mary	J. Warren Killam School	Education Assistant Tutor
Greenstein, Shelly	Walter S. Parker Middle School	Spanish Teacher
Griffin, Sara-Jane	Walter S. Parker Middle School	Special Education Assistant
Grill, Jessica	Walter S. Parker Middle School	Special Education Teacher
Hagan, Kimberly	Birch Meadow School	Special Education Assistant
Hansen, Patricia	Walter S. Parker Middle School	Special Education Assistant
Harrison, Barbara	Walter S. Parker Middle School	Grade 8 - Science
Haverty, Thomas	Reading Memorial High School	Special Education Assistant
Herrick, Karen	Reading Memorial High School	Special Education Assistant
Holland, Alison	Reading Memorial High School	Athletics

Appointments (Continued)

Hogan, Tim	Reading Memorial High School	Athletics
Jagla, Lauren	Walter S. Parker Middle School	Special Education Assistant
Jellison, Mark	Reading Memorial High School	Athletics
Johnson, Meaghan	Alice M. Barrows School	Special Education Assistant
Kennedy, Karen	Reading Memorial High School	Athletics
Keough, Karen	Reading Memorial High School	Cafeteria
Kermick, Andrew	Reading Memorial High School	Athletics
King, Barbara	J. Warren Killam School	Regular Education Assistant
King, Joanne	Joshua Eaton School	Grade 4
Krumperman, Jill	Alice M. Barrows School	Grade 1
Lane, Carol	Birch Meadow School	Special Education Assistant
Lentz, Sarah	Alice M. Barrows School	Kindergarten Teacher
Lifshin, Marlene	Arthur W. Coolidge Middle School	Special Education Teacher
Ludmar, Jill	J. Warren Killam School	Special Education Teacher
Lunden, Kara	Reading Memorial High School	Athletics
Maday, Michael	Reading Memorial High School	Social Studies Teacher/Athletics
Mamakos, Stephanie	J. Warren Killam School	Special Education Assistant
McCarter, Valerie	Reading Memorial High School	Athletics
McClore, Nancy	RISE Preschool Program	Nurse
McGair, Melanie	Walter S. Parker Middle School	Education Assistant Tutor
Meagher, Maggie	Reading Memorial High School	Athletics
Mercer, Jennifer	Alice M. Barrows School	Special Education Assistant
Mirabito, Jacqueline	Birch Meadow School	Special Education Assistant
Morrissey, Paul	Reading Memorial High School	Athletics
Moschetto, Grace	Reading Memorial High School	Athletics
Nelson, Anne Marie	Reading Memorial High School	Physical Ed/Health Teacher
Nelson, Brandon	Reading Memorial High School	Athletics
Ofilos, Michelle	Joshua Eaton School	Grade 3
Pannos, Kristen	Alice M. Barrows School	Special Education Assistant
Perkins, Stacey	Walter S. Parker Middle School	Special Education Assistant
Pettengill, Michelle	Joshua Eaton School	Regular Education Assistant
Pollard, Katie	Reading Memorial High School	Athletics
Puopolo, Joan	Joshua Eaton School	Regular Education Assistant
Redfearn, Carmen	Walter S. Parker Middle School	Special Education Assistant
Ross, Julie	Arthur W. Coolidge Middle School	Reading Specialist
Rudolph, Alan	Walter S. Parker Middle School	Special Education Assistant
Schettini, Patrick	Reading Public Schools	Superintendent
Selig, Tracy	Joshua Eaton School	Special Education Assistant
Snydeman, Tressa	J. Warren Killam School	Special Education Assistant
Soghigian, Patricia	Reading Memorial High School	Chemistry Teacher
Somes, Alan	Arthur W. Coolidge Middle School	Spanish Teacher

Appointments (Continued)

Strack, Norma	RISE Preschool Program	Physical Therapy Assistant
Stuart, Karen	RISE Preschool Program	Special Education Assistant
Thiffault, John	Reading Public Schools, Maintenance	Director of Facilities
Treacy, Lisa	J. Warren Killam School	Grade 3
Tyler, Amy	RISE Preschool Program	Special Education Assistant
Viselli, Andrew	Reading Memorial High School	Athletics
Walshaw, Erica	Reading Memorial High School	Athletics
Warren, Laura	Arthur W. Coolidge Middle School	Language Arts Teacher
Wass, Michelle	Alice M. Barrows School	Special Education Assistant
Whelan, Katherine	RISE Preschool Program	Special Education Assistant
Zanni, Marianna	Alice M. Barrows School	Regular Education Assistant

Northeast Metropolitan Regional Vocational High School District

Serving
Chelsea
Malden
Melrose
No. Reading
Reading
Revere
Saugus
Stoneham
Wakefield
Winchester
Winthrop
Woburn

Annual Report 2003

DISTRICT SCHOOL COMMITTEE

SCHOOL COMMITTEE CHAIRMAN

William C. Mahoney - Melrose

VICE CHAIRMAN

Michael T. Wall - Chelsea

SECRETARY

Deborah P. Davis - Woburn

TREASURER

Paul L. Sweeney - North Reading

ASSISTANT TREASURER

Anthony E. DeTeso - Stoneham

COMMITTEE MEMBERS

John J. Bradley - Winchester
Vincent J. Carisella - Wakefield
Earl W. Fitzpatrick - Malden
Ronald J. Jannino - Revere
Robert S. McCarthy - Reading
Peter A. Rossetti, Jr. - Saugus
James G. Wallace - Winthrop

SCHOOL ADMINISTRATION

SUPERINTENDENT-DIRECTOR

Patricia K. Cronin

DEPUTY DIRECTOR/PRINCIPAL

John X. Crowley

Angela Antonelli, Academic Vice Principal

Theodore Nickole, Vocational Vice Principal

Ernest Zucco, Business Manager

Petrice Ranno, Administrator Student Services

Gloria Mezikofsky, Chairperson Special Needs Team Evaluation

Louis Perriello, School to Work Coordinator

Joseph O'Brien, State Reports/Grant Writer/MCAS Administrator

NORTHEAST METROPOLITAN REGIONAL VOCATIONAL SCHOOL DISTRICT
100 Hemlock Road - Wakefield, Massachusetts 01880-3597

Outstanding Student Award

Daniel Mistretta from Woburn, a senior in the Electrical Program, was chosen as Northeast's nominee at the State Awards Dinner for Outstanding Vocational Technical Students. The event is co-sponsored by the Massachusetts Association of Vocational Administrators and the Massachusetts Vocational Association.

Vocational Honor Society

The Northeast Chapter of the National Vocational Technical Honor Society held its Annual Induction Ceremony in May. At the ceremony, 12 seniors and 34 juniors were inducted. These students joined the previously inducted members to bring the Vocational Technical Honor Society Chapter to 81 members for the 2002-2003 school year.

National Honor Society

The Fifth Annual Induction Ceremony to the Northeast Chapter of the National Honor Society "Artisans" was held in May. Six Seniors, six Juniors and three Sophomores were inducted for the 2002-2003 school year bringing the total membership to 33.

Skills USA VICA Awards

At the State VICA Competition, Northeast winners were Samnang Bou of Revere who finished first in Accounting, and Colleen Callahan of Winchester who finished third in Culinary Arts. Northeast finished third in Chapter Display and the members of the team were Sheena Dixon of Malden, Patrick Colantuoni of Saugus, Brian Spinella of Malden and Mare MeVieker of Woburn. State Officers Elect from Northeast are Chris Allender of Woburn and Billy Parsons of Malden.

Student Advisory Rep to the School Committee

Sabrina Testa, a senior from Revere, was elected as the Student Representative to the School Committee for the 2002-03 school year.

Scholarship Committee

The Northeast Scholarship Committee awarded individual scholarships to 66 deserving students at the Third Annual Senior Recognition Night. The total of \$356,000 was given in scholarships. The average award was \$4,100 with 72% of the scholarship aid going to students furthering their education at four-year schools.

Northeast students beginning work in their vocational field or entering trade apprenticeship programs garnered 28% of the scholarship assistance to enable them to purchase costly tools and equipment as well as entry level expenses toward trade education programs.

SCORE Peer Mediation Program

In September, Northeast began its eighth year affiliated with SCORE, a Peer Mediation Program. The SCORE Program was developed by the Office of the Attorney General of Massachusetts to help reduce the violence in schools. The Mediation process is successful in resolving conflicts of all types. Northeast has a full-time Coordinator, 28 trained students and six trained staff members.

A trained mediator is a neutral person not involved in the dispute and, through the mediation process, helps people come to their own agreement about how they want to resolve their conflict.

Professional Development

Professional Development in 2002-03 focused on: Improving Achievement of Special Needs Learners through the development of Individualized Education Plans, Strategies for Actively Engaging Students in Learning; Developing Senior Projects, Strategies for Improving Achievement for English Language Learner, OSHA training, Leadership Training for Department Heads and Leadership Training for Administrators.

MCAS Academic Support After School Enrichment Program

The After School Program termed "Project Success" focused on 11th grade students who were not successful in the previous Spring's MCAS testing. Approximately 40 students participated in a technology-driven MCAS tutorial review. This program was supplemented by small-group instruction in the areas of Mathematics and Language Arts. ELA MCAS prep was conducted after school for Limited English Proficient students.

Summer Enrichment Program

One hundred sixty-five students were enrolled in three categories:

- ◆ Seventy incoming freshmen concentrated on Mathematics with the Graphing Calculator, Reading and Language Arts/Writing Skills. In addition, these students explored the vocational fields of Automotive Technology, Graphic Arts, Computer Applications, Cosmetology, Drafting and Plumbing. New to the program this Summer were robotics and content reading.
- ◆ Sophomore students engaged in team-building activities through Physical Education, Mathematics, Language Arts, and a study of Metropolitan Boston enhanced with field trips.
- ◆ 26 bilingual students participated in an English Immersion Program. These students collaborated with their 9th and 10th grade peers in the appropriate activities and focused on English language skills as well.

Support Services

The Northeast Guidance Department staff offers support counseling through individual and group counseling and specialized workshops and presentations. All faculty guidance counselors are certified as school adjustment counselors, and have either social work or school psychology backgrounds to equip them to handle the wide range of student issues that come forth. One school adjustment counselor is bilingual (Spanish-speaking). A school psychologist supports the counseling staff, provides psychological testing, supports the Special Education Program, and maintains a small individual and group caseload. In addition, a career counselor and a non-traditional counselor round out the support staff with their focus on career awareness and vocational development.

Support groups are established each year based on student needs. A teen issues group is established in each grade to support students who have difficulties with peer issues. An anger management group that is linked to the discipline system is offered after school in an effort to provide students with an understanding of their own anger, and an opportunity to develop new tools to use to manage anger more appropriately.

An after school substance abuse intervention group provides students with a second chance when they have entered the discipline system with a substance abuse offense. A psycho-educational curriculum and dynamic group approach are employed. Students participate for a minimum of ten weeks and must participate in a drug screening program throughout and after participation. The goal of the program is to prevent loss of learning by providing students with the necessary interventions and supports to address their substance issues while enabling them to remain in school during and beyond this intervention phase.

Support groups for pregnant and parenting teens, grieving students, Latino students, Asian students, gay students and others have all been offered at different times depending on need and student interest. Individual counseling with students requires that counselors coordinate with doctors, psychiatrists, outside therapists, social workers and counselors, court personnel, police and others.

The Peer Mentoring Program provides educational assistance to students having difficulty with one or more academic subjects. Students who have been successful in specific subject areas and who have participated in training volunteer their time to assist others in the Library two afternoons per week. The mentoring program is designed to supplement after school assistance provided by the academic and vocational teachers. The program benefits go beyond the student achievement as the relationships formed by the mentors and students help to break down barriers between different grade and age groups and develop friendships that would not have had a chance to form. The mentoring program is coordinated by a counselor and a Math teacher with other teachers offering support and assistance.

Career counseling and the college application process are a large part of all of the counselors' roles but specialized support is provided by a career counselor and a part-time non-traditional support counselor. The career counselor manages a Career Awareness Program for all students that involves monthly small group career advisement group meetings and large group presentations.

The curriculum focuses on career assessment, career information and requirements, interviewing skills, portfolios and resume preparation. By providing assessments to evaluate skills, interests and work values, the career counselor assists freshmen in their vocational selection process and upper class students with linkages to post-secondary education and employment opportunities.

The non-traditional support counselor provides specialized support to those students who are enrolled in career areas that are considered non-traditional for their gender. By providing support groups, specialized presentations and field trips, students are prepared to understand the benefits of non-traditional choices and to appropriately handle any difficulties that they might confront.

Special workshops and presentations are offered through the year for different groups of students. Each year, all freshmen participate in-group workshops focusing on harassment, bullying and gender equity issues. Large group assemblies and presentations have been offered focusing on substance abuse, drunk driving, teen dating violence, tolerance, character building and others.

Grants

Title I – Economically Disadvantaged Districts – Funding from this grant provided for six Grade 9 and six Grade 10 English Language Arts classes for 180 students that exhibited reading comprehension difficulty based on their Stanford 9 diagnostic testing and Algebra/Geometry classes designed to address the needs of 180 students identified as “at risk” or not passing the State Assessment test. Instruction in both the English Language Arts and Mathematics curricula in Title I were enhanced by the use of technology in the Title I rooms, as well as by support provided by the teaching assistants in these classes.

Title 2A – Teacher Quality – This grant provided for the hiring of an MCAS Preparation instructor, the implementation of a teacher mentoring program whereby experienced teachers were assigned to work with non-professional status teacher as advisors, and the funding for the two workshops that the district provides as part of the two whole-staff professional development days in accordance with the teacher contract.

Title 3 – English Language Learner Support – This grant is used to institute a Summer English Immersion Program for our English Language Learning students. Approximately 55 students are engaged in this four week program.

Title 5 – New and Innovative Programs – This grant funded training for our TestWiz Program as well as supplying software for the Drafting and Design Department. TestWiz is the tool that provides us with the ability to diagnose the MCAS results.

Comprehensive School Reform Grant – This source of funding allowed us to participate in our second year of affiliation with the Southern Regional Education Board’s *High Schools That Work* Program. Funding from this grant allowed 15 staff members to attend workshops in Atlanta. Funds from this grant also provided the support for the focus groups of staff members that developed the “Actively Engages Strategies” documents as well as the group that researched the “Senior Project” proposal.

Class of 2003 Academic Support Grant – This funding enabled the administration to employ seven tutors who worked with students from the Class of 2003 who had not met the graduation competency by September 2002. The success of this grant is measured by the fact that 97% of the Class of 2003 attained a high school diploma.

English Language Learning Support – This grant provided funds for three instructors to research strategies to present to other teacher on the concept of improving achievement for English Language Learning students. Over 40 teachers participated in this project.

Perkins Occupational Education Grant – This funding provided for instructors in the areas of HVAC and Plumbing. Funds from this grant provided for 18 teachers to attend the *High Schools That Work* Summer Conference in Nashville, TN. Funds from this grant provided for computers for the Office Technology Program. Perkins money paid for a Ripit machine in Graphic Communications. Fourteen teaching assistants were paid through this grant as well as a testing coordinator and a behavior modification specialist. A special Populations Coordinator was supplied through the use of Perkins funding. Lastly, Perkins funds helped to supplement the Summer Academic Support Program.

Summer Programs

The Summer of 2003 was a busy time at Northeast with a full-scale academic and vocational Summer School in operation. More than 337 students in Grades 9 through 12 participated.

The popular Computer Camp, with more than 300 students, took on a whole new look in 2003. It was the 12th year for this ever-expanding program. It is the objective of the counselors to teach campers skills that they can use during their regular school year. The new programs will help strengthen Reading and Math skills, and there is a segment of the curriculum that provides for the improvement of social skills. The computer equipment has also been updated and will now include programs geared specifically to the primary grade levels of 1, 2 and 3 as well as continue servicing our Grades 4 through 8 population. An introduction to the Internet also became part of the camp program. The Computer Camp schedule consisted of a three-hour rotating schedule of computer lab, swimming and sports and games.

Adult Education

Our goal is to provide as many educational services as possible to the 350,000 residents of the Northeast Metropolitan Regional Vocational School District. In pursuing this goal, the Adult Education staff maximizes utilization of the Northeast facilities, offering an extensive selection of stimulating and practical programs Monday through Saturday during the school year, and Monday through Friday during the Summer months.

Northeast offers a State Approved Auto Damage Appraisal Program, as well as a Masters Program in Electrical, Plumbing and Gas Fitting. As the Number One Apprentice Training Center in New England, we annually guide hundreds of young men and women as they prepare for their journeyman or masters license in their trade. For the many senior citizens enrolled, we offer a wide variety of programs designed to satisfy their interest in crafts, hobbies, physical fitness, etc.

During the 2003 school year, the Adult Education agenda is the focus on the health care and related fields which project high employment possibilities. Courses such as Computer Technology, Anatomy and Physiology, Algebra (pre-nursing), Chemistry (pre-nursing) and Certified Nurse Aide, as well as Medical Terminology and Medical Transcription and Human Biology (Anatomy) all mirror this trend.

2003 Graduates

The 2002-03 school year represents the 33rd class to matriculate at Northeast Metropolitan Regional Vocational School. Northeast graduated 219 students in the Class of 2003.

The Breakdown of graduates' status after graduation is as follows:

Employed.	114
Attending Four Year College.	35 *
Attending Two Year College.	40 *
Apprentice School	11 *
Entering Military Service.	14
Status Unknown.	4
Other.	1

* It should be noted that 39% of the graduating class went on to further their education either in a two or four year college or in an apprentice program. 214 members of the graduating class either entered military service, are employed or seeking further education -- that figure represents 98% of the Class of 2003.

Special Needs Enrollment

Special Needs enrollment for the 2002-03 school year continued to represent a fair share of the total school enrollment with students. The 275 Special Needs students represent 23% of the school population.

Athletic Records

The Northeast Girls' Softball team won the Lower Division Commonwealth Athletic League Championship and advanced to the State Tournament.

The Northeast co-ed Swim team won the State Vocational Tournament.

The Northeast Boys' Soccer team qualified for the M.I.A.A. State Tournament.

The Northeast Girls Volleyball team were the Commonwealth Athletic Conference Champions and qualified for the State Tournament.

Shining Knights

Once again, the Shining Knights, a motivational program to encourage students, had a very successful year. The winners this year were Alex DiPietro who won a Gift Certificate to Dockside, and Nathalie Salguero who won a Bath & Body Works Bag.

District School Committee Election of Officers

At the Annual Organizational Meeting of the District School Committee on January 9, 2003, the following members were elected Officers of the District School Committee:

Chairman	William C. Mahoney of Melrose
Vice Chairman	Michael T. Wall of Chelsea
Secretary	Deborah P. Davis of Woburn
Treasurer	Paul L. Sweeney of North Reading
Assistant Treasurer	Anthony E. DeTeso of Stoneham

Conclusion

As Northeast celebrates its 33rd year of Vocational/Technical Excellence to its twelve member communities, its aim is to continue to offer the latest in vocational/technical and academic education by maintaining a high level of performance. This high level of performance also encompasses continued improvement in academic achievement with regard to MCAS. The Northeast class had a 97% pass rate with the MCAS Test.

Northeast was cited in the Boston Globe as the number one most improved school in MCAS for the Spring of 2003. Northeast is continually updating curriculum and has instituted MCAS Enrichment Classes, along with Summer and After School MCAS Academies. The school continues to offer students the finest education with which to build a successful career through the latest in equipment, software and technology offered in all vocational programs no matter which career path they have chosen.

Evidence of our past success is reflected in the students who have graduated from Northeast Metro Tech. The Alumnus stories of success and their readiness and willingness to help school officials by speaking at recruiting sessions at the local schools as well as recruiting graduates for employment is proof of their dedication to Northeast. Northeast currently has 13 alumni employed at the school. Testimonials as to the success of our graduates continue to be received, which makes us proud to have contributed in some small way to their accomplishments.

Once again, I am proud to have represented Reading as a member of the Northeast Metropolitan Regional Vocational District School Committee not only to serve as the guardian of funds allocated from the community to this educational institution, but also to assist in and provide counsel to the school in maintaining the highest standards of educational excellence possible.

Respectfully submitted,

Robert S. McCarthy
Northeast School Committee
Reading Representative

NORTHEAST METROPOLITAN REGIONAL VOCATIONAL SCHOOL

School Department

ENROLLMENT HISTORY

CITY/TOWN DISTRICT	S.Y. 92-93	S.Y. 93-94	S.Y. 94-95	S.Y. 95-96	S.Y. 96-97	S.Y. 97-98	S.Y. 98-99	S.Y. 99-00	S.Y. 00-01	S.Y. 01-02	S.Y. 02-03
Chelsea	251	256	313	296	250	239	223	236	276	240	268
Malden	237	269	252	226.5	232	235	237	206	172	150	157
Melrose	35	41	35	29	36	26	32	28	19	30	40
North Reading	31	23	13	15	10	12	12	14	21	27	29
Reading	22	23	15	14	14	25	22	23	23	22	22
Revere	167	184	186	211	218	227	252	267	270	277	272
Saugus	125	123	136	154	161	145	136	128	129	139	148
Stoneham	47	40	36	37	37	40	36	39	40	36	28
Wakefield	40	30	37	33.5	28.5	34	50	52	41	39	34
Winchester	4	3	4	2	2	2	7	8	8	9	9
Winthrop	35	35	37	32	21	23	28	27	35	40	40
Woburn	61	69	56	46	53	55	60	64	74	87	85
TOTALS	1055	1096	1120	1096	1062.5	1063	1095	1092	1108	1096	1132
NON DISTRICT	11	13	7	26	45.0	48	47	37	27	40	44
GRAND TOTAL	1066	1109	1127	1122	1107.5	1111	1142	1129	1135	1136	1176

SPECIAL NEEDS ENROLLMENT 235 218 222 242 213.5 258 244 214 233 273 275

% SPECIAL NEED ENROLLMENT 21% 22% 20% 20% 22% 19% 23% 21% 21% 24% 23%

NORTHEAST METROPOLITAN REGIONAL VOCATIONAL SCHOOL DISTRICT
COMPARISON OF ASSESSMENTS

6/27/2002

	<u>BUDGET FY2002</u>	<u>BUDGET FY2003</u>	<u>VARIANCE \$</u>	<u>VARIANCE %</u>
GROSS BUDGET	\$14,575,797	\$15,290,011	\$714,214	4.9000%
LESS REVENUES				
Sch. Aid Ch. 70	\$6,426,270	\$6,502,464	\$76,194	1.19%
School Choice	(\$300,462)	(\$200,000)	\$100,462	-33.44%
Transportation	\$550,000	\$475,000	(\$75,000)	-13.64%
Investment Earnings	\$25,000	\$25,000	\$0	100.00%
 TOTAL REVENUES	 \$6,700,808	 \$6,802,464	 \$101,656	 1.52%
 NET ASSESSMENTS	 \$7,874,989	 \$8,487,547	 \$612,558	 7.78%
 CHelsea	 \$1,476,628	 \$1,445,553	 (\$31,075)	 -2.10%
MALDEN	\$1,086,996	\$1,067,187	(19,809)	-1.82%
MELROSE	\$68,399	\$206,769	138,370	202.30%
NO. READING	\$124,929	\$188,099	63,170	50.56%
READING	\$154,287	\$156,946	2,659	1.72%
REVERE	\$1,997,352	\$2,197,282	199,930	10.01%
SAUGUS	\$964,672	\$1,130,486	165,814	17.19%
STONEHAM	\$329,568	\$338,445	8,877	2.69%
WAKEFIELD	\$295,137	\$316,386	21,249	7.20%
WINCHESTER	\$65,965	\$85,104	19,139	29.01%
WINTHROP	\$180,801	\$187,973	7,172	3.97%
WOBURN	\$1,130,255	\$1,167,317	37,062	3.28%
TOTAL	\$7,874,989	\$8,487,547	\$612,558	7.78%

	<u>STUDENTS FY2002</u>	<u>STUDENTS FY2003</u>	<u>VARIANCE</u>	<u>PERCENT OF CONTRIBUTION</u>
CHelsea	276	240	-36	21.89781%
MALDEN	172	150	-22	13.68613%
MELROSE	19	30	11	2.73723%
NO. READING	21	27	6	2.46350%
READING	23	22	-1	2.00730%
REVERE	270	277	7	25.27372%
SAUGUS	129	139	10	12.68248%
STONEHAM	40	36	-4	3.28467%
WAKEFIELD	41	39	-2	3.55839%
WINCHESTER	8	9	1	0.82117%
WINTHROP	35	40	5	3.64964%
WOBURN	74	87	13	7.93796%
TOTAL	1108	1096	-12	100.00000%

Northeast Metropolitan Regional Vocational School District
Combined Balance Sheet – All Fund Types and Account Groups
June 30, 2003

	<u>Governmental Fund Types</u>		<u>Fiduciary Fund Type</u>	<u>Proprietary Fund Type</u>	<u>Account Group</u>
	<u>General</u>	<u>Special Revenue</u>	<u>Trust and Agency</u>	<u>Enterprise</u>	<u>General Long- Term Debt</u>
<u>Assets</u>					
Cash	\$ 372,416	\$ 1,177,625	\$ 1,270,463	\$ 105,271	\$ -
Assessments Receivable	601,934	-	-	-	-
Accounts Receivable Transportation	202,458	-	-	-	-
Prepaid Expenses	352,447	-	-	-	-
Inventory Commodities	-	3,932	-	-	-
General Long-Term Debt	-	-	-	-	\$ 280,000
<u>Total Assets</u>	<u>\$ 1,529,255</u>	<u>\$ 1,181,557</u>	<u>\$ 1,270,463</u>	<u>\$ 105,271</u>	<u>\$ 280,000</u>
<u>Liabilities</u>					
Accounts Payable	\$ 95,931	\$ -	\$ -	\$ -	\$ -
Payroll Withholdings	-	-	173,594	-	-
Accrued Salary	233,403	-	-	-	-
Accrued Sick and Vacation	204,591	-	-	-	-
General Obligation Bonds	-	-	-	-	\$ 280,000
<u>Total Liabilities</u>	<u>\$ 533,925</u>	<u>\$ -</u>	<u>\$ 173,594</u>	<u>\$ -</u>	<u>\$ 280,000</u>
<u>Fund Equity</u>					
Retained Earnings	\$ -	\$ -	\$ -	\$ 105,271	\$ -
Fund Balances:					
Reserve for Encumbrances	75,781	-	-	-	-
Reserve for Waterline	-	325,350	-	-	-
Reserve for Insurance	-	-	949,455	-	-
Undesignated	<u>919,549</u>	<u>856,207</u>	<u>147,414</u>	<u>\$ -</u>	<u>\$ -</u>
<u>Total Fund Equity</u>	<u>995,330</u>	<u>1,181,557</u>	<u>1,096,869</u>	<u>105,271</u>	<u>-</u>
<u>Total Liabilities and Fund Equity</u>	<u>\$ 1,529,255</u>	<u>\$ 1,181,557</u>	<u>\$ 1,270,463</u>	<u>\$ 105,271</u>	<u>\$ 280,000</u>

Northeast Metropolitan Regional Vocational School District

Special Revenue Funds

June 30, 2003

<u>Undesignated Fund Balance</u>	<u>Amount</u>
Medicaid	\$ 435,345
Adult Education	251,442
Building Usage	31,933
Athletics	18,474
School Choice	495,604
Grants	(392,217)
State Wards	18,753
Cafeteria	<u>(3,127)</u>
<u>Total</u>	<u>\$ 856,207</u>

Northeast Metropolitan Regional Vocational School District

Trust and Agency Fund

June 30, 2003

<u>Undesignated Fund Balance</u>	<u>Amount</u>
Student Activity	\$ 82,161
Scholarship	<u>65,253</u>
<u>Total</u>	<u>\$ 147,414</u>

APPOINTED AND ELECTED TOWN BOARDS, COMMITTEES & COMMISSIONS
(Effective November 7, 2003)

<u>Title</u>	<u>#Positions</u>	<u>Term</u>	<u>Orig. Date</u>	<u>Term Exp.</u>	<u>Appt'g Auth.</u>
Audit Committee	7	3 yrs.			
Richard McDonald	80 Redgate Lane	(01)	2004		FinCom
Vacancy		()	2005		FinCom
Matt Cummings	271 Summer Ave.	(03)	2006		BOS
Harvey J. Dahl	16 Tennyson Road	(99)	2005		Sch. Com.
Vacancy				2006	Sch. Com.
Phil Pacino	5 Washington St.	(03)	2005		RMLD
Deborah Dedrick Hattery	20 Emerson Street	(01)	2004		BOS

Aquatics Advisory Board	3	3 yrs.		BOS & Rec. Com.
Lois Margeson	61 Putnam Road	(99)	2006	
Dave Bryant	113 Oak Street	(00)	2004	Rec. Com.
Mary Ellen O'Neill	125 Summer Ave.	(01)	2005	BOS

Board of Appeals	3 + 3 Associates	3 yrs.		BOS
John A. Jarema, Chr.	797 Main Street	(78)	2004	
Robert A. Redfern	54 Prospect Street	(01)	2006	
Susan Miller, V. Chr.	26 Avon Street	(99)	2005	
Paul Dustin (Associate)	3 Orchard Park Dr.	(03)	2005	
Mark Gillis (Associate)	237 Forest Street	(03)	2006	
Vacancy (Associate)		()	2004	

Board of Assessors	3	3 yrs.		Elected
Robert I. Nordstrand, Chr.	384 Franklin Street	(69)	Mar.'05	
Ralph Colorusso, V. Chr.	31 Enos Circle	(00)	Mar.'04	
Thomas J. Ryan, Secretary	87 Dana Road	(00)	Mar.'06	

Board of Cemetery Trustees	6	3 yrs.		BOS
Mary R. Vincent, Chairman	17 Indiana Avenue	(94)	2006	
Ronald O'Connell, V. Chr.	63 Colburn Road	(96)	2005	
William C. Brown, Sec.	28 Martin Road	(96)	2006	
Janet Baronian	75 Mill Street	(99)	2005	
Daniel F. Driscoll Jr.	14 Vista Avenue	(86)	2004	
Stephen Meehan	11 Vista Ave.	(99)	2004	

BOS – Board of Selectmen; T. Mgr. – Town Manager; Mod. – Town Moderator; B.V. of O. – By virtue of office; Sch. Com. – School Committee; FChr. – Finance Committee Chairman; E. by E. – Elected by Employees. *All terms expire June 30 of year noted, unless indicated otherwise.

<u>Title</u>	<u>#Positions</u>	<u>Term</u>	<u>Orig. Date</u>	<u>Term Exp.</u>	<u>Appt'g. Auth. BOS</u>
Board of Health	3	3 yrs.			
David Singer	66 Prospect St.	(03)	2004		
Colleen Seferian, Chairman	56 Vine Street	(99)	2005		
Barbara A. Meade	11 Ash Hill Road	(01)	2006		

Board of Library Trustees	6	3 yrs.			Elected
Richard J. Ogden, Chairman	6 Arnold Ave.	(98)	Mar.'04		
Susan Hopkins Axelson	300 Charles St.	(03)	Mar.'06		
Roberta A. McRae, Sec.	35 Mark Ave.	(01)	Mar.'04		
Stephen M. Conner	73 Hillcrest Road	(96)	Mar.'05		
Karyn Storti	31 Green St.	(03)	Mar.'06		
Victoria V. Yablonsky, V. Chr.	93 Grand Street	(02)	Mar.'05		

Board of Registrars	4-2 from each major party	3 yrs.			BOS
Sarah List	43 Wakefield St.	(02)	2005		
Gloria R. Hulse	107 Sanborn Lane	(92)	2006		
Robert Cusolito	23 Grandview Rd.	(99)	2004		
Cheryl A. Johnson	4 Summit Drive	(96)	Indef.	B.V. of O.	

Board of Selectmen	5	3 yrs.			Elected
George V. Hines, Chr.	35 Grand Street	(90)	Mar.'05		
Richard W. Schubert, V. Chr.	119 Winthrop Ave.	(01)	Mar.'04		
Gail F. Wood, Secretary	213 Pleasant St.	(01)	Mar.'05		
Camille W. Anthony	26 Orchard Park Drive	(94)	Mar.'06		
Matthew Cummings	271 Summer Ave.	(99)	Mar.'04		

Bylaw Committee	5	3 yrs.			Mod.
Philip B. Pacino, Chairman	5 Washington St., Unit D6	(86)	2004		
Dolores S. Carroll, Secretary	37 Johanna Drive	(87)	2005		
John H. Russell	91 Spruce Road	(91)	2006		
George A. Theophanis	86 West Street	(78)	2005		
Vacancy		()	2006		

Capital Improvements Advisory Subcommittee	9 FinCom	1 yr.			FinCom
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BOS - Board of Selectmen; T. Mgr. - Town Manager; Mod. - Town Moderator; B.V. of O. - By virtue of office; Sch. Com. - School Committee; FChr. - Finance Committee Chairman; E. by E. - Elected by Employees. *All terms expire June 30 of year noted, unless indicated otherwise.

<u>Title</u>	<u>#Positions</u>	<u>Term</u>	<u>Orig. Date</u>	<u>Term Exp.</u>	<u>Appt'g. Auth.</u>
Celebration Committee	5	3 yrs.			
Kurt Habel	832 Main Street	(99)	2006	BOS	
Rita Robertson	9 Elm Street	(02)	2005	Mod.	
Mark Cardono, Chairman	26 Boswell Road	(99)	2005	Historical	
Bob McLaughlin	14 Galvin Circle	(02)	2004	Library	
Everett Blodgett	99 Prescott Street	(00)	2006	Sch. Com.	

Commissioners of Trust Funds	5	3 yrs.			BOS
Robert S. Cummings, Chairman	105 Gleason Road	(78)	2005		
Dana E. Hennigar, V. Chr.	146 Van Norden Rd.	(89)	2006		
John J. Daly	163 Woburn Street	(95)	2004		
Elizabeth W. Klepeis	68 Tennyson Road		Indef.	B.V. of O.	
George V. Hines	35 Grand Street			B.V. of O.	

Community Planning & Development Commission	5	3 yrs.			BOS
Susan DeMatteo, Chairman	81 Colburn Road	(03)	2006		
Jonathan E. Barnes	41 Pratt Street	(90)	2004		
Richard D. Howard	21 Kiernan Road	(86)	2004		
Michael P. Flammia	32 Sanborn Lane	(96)	2005		
Neil Sullivan, Secretary	20 Franklin Street	(98)	2005		

Conservation Commission	7	3 yrs.			BOS
Douglas N. Greene, Chr.	31 Cape Cod Ave.	(00)	2006		
William Ogden Finch, V. Chr.	51 Mill Street	(98)	2005		
Vacancy		()	2004		
Vacancy		()	2006		
Rebecca Longley	550 Summer Ave.	(03)	2004		
Kelly Meier	21 Eastway	(03)	2006		
William Hecht	73 Martin Road	(03)	2005		

Constables	Up to 5	3 yrs.			BOS
Thomas H. Freeman	P.O. Box 825	(93)	2006		
Sally M. Hoyt	221 West Street	(72)	2005		
William J. Hughes, Jr.	102 Hanscom Avenue	(81)	2004		
Dan Halloran	934 Main Street	(98)	2005		
Robert H. Prince	41 Oak Street	(00)	2004		

BOS – Board of Selectmen; T. Mgr. – Town Manager; Mod. – Town Moderator; B.V. of O. – By virtue of office; Sch. Com. – School Committee; FChr. – Finance Committee Chairman; E. by E. – Elected by Employees. *All terms expire June 30 of year noted, unless indicated otherwise.

<u>Title</u>	<u>#Positions</u>	<u>Term</u>	<u>Orig. Date</u>	<u>Term Exp.</u>	<u>Appt'g. Auth.</u>
Contributory Retirement Board	5	3 yrs.			
Henry J. Boissoneau, Chairman	122 John Street			2005	E. by E.
Richard P. Foley, Town Acct.	68 Tennyson Road			Indef.	B.V. of O.
Elizabeth W. Klepeis	68 Tennyson Road			12/05	BOS
Daniel B. Seferian	56 Vine Street			2003	Board
Joe Veno	11 Rock St., N. Reading			2004	E. by E.

Council on Aging	10	3 yrs.			BOS
Dorothy L. Foxon	23 Ash Hill Road	(89)		2006	
Elizabeth Cronin, V. Chr.	403 Pearl Street	(96)		2004	
G. Gay Williams, Chairman	482 Franklin Street	(96)		2004	
Richard Anderson	15 Colonial Drive	(99)		2006	
Carol Patterson	128 Grove Street	(03)		2006	
Edwina Kasper	76 Village Street	(98)		2005	
John F. O'Neill	125 Summer Ave.	(01)		2004	
Barbara A. Powers, Secretary	25 Belmont Street	(00)		2006	
Ruth Goldberg	11 Bond St.	(02)		2005	
Kristin Kinsella	304 Franklin Street	(03)		2005	

Cultural Council	7	3 yrs. (6 max.)			BOS
Alison Sloan DaSilva, Chr.	40 Putnam Road	(00)		2004	
Nicole Cain	7 Melendy Drive	(03)		2006	
Anne W. Hooker, Treasurer	87 Village Street	(02)		2005	
Karyn S. Storti	31 Green St. #8	(02)		2005	
Harold E. Bond	33 Hartshorn Street	(01)		2004	
Valerie J. Alagero, V. Chr.	28 Smith Ave.	(02)		2005	
Kathleen Kelly, Secretary	36 Grove Street	(03)		2006	

Custodian of Soldier's And Sailor's Graves	1	up to 5 yrs.			
Francis P. Driscoll	7 Ordway Terrace	(92)		2005	BOS

Employee Awards Committee	5	1 yr.			
Peter I. Hechenbleikner	102 Eastway			Indef.	B.V. of O.
Vacancy					BOS
Vacancy					T. Mgr.
Vacancy					
Vacancy					

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Finance Committee	9	3 yrs. (9 yrs. Max.)			Fincom AppCom
James Francis, Chr.	156 Prospect Street	(97)	2005		
Richard McDonald, V. Chr.	80 Redgate Lane	(96)	2005		(2006)
Paul Bolger	23 Lindsay Lane	(03)	2004		
Andrew Grimes	103 Oak Street	(00)	2006		
Catherine Martin	521 Summer Avenue	(95)	2004		
Harold S. Torman	77 Sunnyside Ave.	(03)	2004		
Robert LeLacheur	47 County Road	(99)	2005		
Marsie K. West	3 Whitehall Lane	(03)	2006		
Charles Robinson	201 Woburn Street	(98)	2005		

FinCom Appointment Committee	3	1 yr.			
Alan E. Foulds, Chairman	9 Ide Street		Indef.		B.V. of O. Moderator
James Francis	156 Prospect Street		Indef.		B.V. of O. F.Chr.
George Hines	35 Grand Street		Indef.		B.V. of O. Chr. BOS

Historical Commission	5 + Associates	3 yrs.			BOS
Clayton Jones, Chr.	483 Franklin Street	(97)	2004		
Virginia M. Adams, V. Chr.	59 Azalea Circle	(78)	2005		
Mark Cardono	26 Boswell Road	(98)	2004		
Roberta M. Sullivan, Treasurer	76 Minot Street	(96)	2005		
Wilbar M. Hoxie	31 Green Street	(93)	2006		
Sarah List (Assoc.)	43 Wakefield St.	(01)	2004		
Patricia M. Greichen (Assoc.)	22 Dudley St.	(02)	2004		
Sharlene Santo (Assoc.)	46 Wakefield St.	(99)	2004		

Housing Authority	5	5 yrs.			BOS
Mary E. Connors, Chr.	52 Sanborn St. Apt. 103	(96)	2007		
John A. Coote, V. Chr.	332 Summer Ave.	(01)	2008		
Karen Flammia, Treasurer	19 Vista Ave.	(00)	2005		
Donald C. Allen	231 Forest Street		2006		State Appts.
Timothy Kelley	84 Woburn Street	(96)	2004		

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Human Relations Advisory Committee	9	3 yrs.			BOS
Margaret Soli, Chairman	19 James Road	(01)	2005		
Terrence B. Jones, V. Chr.	36 Estate Lane	(01)	2004		
Sheri Breen	93 Harnden Street	(02)	2005		
James Kiegley (School)	3 Pilgrim Road	(02)	2005		
Paul Kelley	56 Sunnyside Avenue	(01)	2006		
Charles McDonald (BOS)	41 Canterbury Drive	(03)	2006		
Bob Silva (Police)	15 Union Street	(01)	2004		
Sumi Sinnatamby	15 Fremont Street	(01)	2006		
Edward Toland	72 John Street	(01)	2004		

Landbank Committee	3	3 yrs.			BOS
Benjamin E. Nichols, Chairman	25 Avon Street	(66)	2005		
George B. Perry, II, V. Chr.	230 Franklin Street	(82)	2004		
Edward G. Smethurst	86 Gleason Road	(88)	2006		

MBTA Advisory Board	1	Indef.			T. Mgr.

(MEPA) Rep to Citizens Advisory Committee	1 + Alternate	Indef.			BOS
Steven G. Oston	66 Sturges Road				
Robert F. Cashins (Alternate)	12 Ash Hill Road				

Metropolitan Area Planning Council	1 + Alternate	3 yrs.			BOS
William F. Crowley	42 Locust Street	(94)	12/06		
Vacancy (Alternate)			12/05		

Moderator					Elected
Alan Foulds	9 Ide Street		March 06		

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Municipal Light Board	5	3 yrs.			Elected
Philip B. Pacino, Chr.	5 Washington St. Unit D6	(87)	Mar'04		
William J. Hughes Jr., V. Chr.	102 Hanscom Avenue	(89)	Mar'04		
Daniel Ensminger, Sec.	6 Oakland Rd.	(03)	Mar'06		
Robert Soli	19 James Road	(02)	Mar'05		
Andrew K. Herlihy	432 Haverhill Street	(02)	Mar'06		

Mystic Valley Elder Services, Inc.	2	3 yrs.			
Richard Anderson	15 Colonial Drive		9/30/06	COA	
Rheta C. McKinley	4 Elderberry Lane 211		9/30/03	BOS	

North Suburban Planning Council	4				BOS
Richard W. Schubert	119 Winthrop Ave.	(01)	2004		
Anne Krieg (BOS Alternate)	16 Lowell Street	(01)	2004		
Richard D. Howard	21 Kiernan Road	(01)	2003		CPDC
Joseph Delaney (CPDC Alt.)	16 Lowell Street	(01)	2003		

RMLD Citizen Advisory Board	1	3 yrs.			BOS
Fred Van Magness	243 Franklin St.	(02)	2005		

Recreation Committee	8 + 1 Sch. Com. + Alt.	3 yrs.			BOS
John Winne, Chairman	29 Clover Circle	(97)	2006		
Claire Bolger, V. Chr.	23 Lindsay Lane	(96)	2004		
Jack Downing	91 Whittier Road	(97)	2005		
Barbara Faso	31 Avon Street	(03)	2004		
Nancy Linn Swain	35 Minot Street	(03)	2006		
Patrick Fennelly	9 Arlington St.	(02)	2005		
Frederick Shaffer	67 Woburn St.	(03)	2004		
Mary Anne Kozlowski	16 Weston Road	(03)	2005		Sch. Com.
Mary Ellen Stolecki	33 Lewis Street	(00)	2006		
Christopher Campbell (Assoc.)	12 Overlook Road	(93)	2004		
Catherine R. Kaminer (Assoc.)	37 Warren Avenue	(88)	2004		

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Regional School District Committee	1	4 yrs.			Elected
Robert S. McCarthy	39 Pine Ridge Road	(98)	Nov'04		

Rules Committee	8	1yr. - No more than 6 consecutive yrs.			Prec. Mem.
William R. Grace (Precinct 1)	389 Haverhill St.	(03)			
Debbie McCulley (Precinct 2)	52 Wakefield St.	(01)			
Douglas A. Bruce (Precinct 3)	67 John Street	(99)			
Glen M. Hartzler (Precinct 4)	119 West St.	(03)			
Robert L. Fuller (Precinct 5)	450 Summer Ave.	(03)			
James B. Francis (Prec. 6)	156 Prospect St.	(03)			
Jeffrey W. Struble (Precinct 7)	4 Tower Road	(03)			
Karen G. Herrick (Precinct 8)	9 Dividence Road	(03)			

School Committee	6	3 yrs.			Elected
Harvey J. Dahl, Chr.	16 Tennyson Road	(98)	Mar'04		
Carl McFadden, V. Chr.	33 Wakefield St.	(02)	Mar'05		
John Carpenter	114 Hanscom Ave.	(03)	Mar'06		
Elaine L. Webb	309 Pearl St.	(03)	Mar'05		
John F. Russo	32 Granger Ave.	(01)	Mar'04		
Robert L. Spadafora, Jr.	10 Corey Lane	(03)	Mar'06		

Sick Bank Committee	9	3 yrs.			
Elizabeth W. Klepeis, Chairman	16 Lowell Street		2006	T. Mgr.	
Margaret A. Campbell, Sec.	16 Lowell Street		2004	T. Mgr.	
Marie Ammer	16 Lowell Street		2005	T. Mgr.	
Richard Monroe (Dispatcher)	15 Union Street		2005	Union	
Kevin Patterson (Police Sup.)	15 Union Street		2005	Union	
Tom Ward (DPW)	16 Lowell Street		2006	Union	
Carol Roberts	16 Lowell Street		2005	T. Mgr.	
Tom Murphy (Police Patrol)	15 Union Street		2005	Union	
Tom Gardiner (Eng./WTP)	16 Lowell Street		2004	Union	

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Solid Waste Committee	7	3 yrs.			BOS
Gregory Russo	32 Granger Ave.	(03)	2006		
Susan Giacalone, V. Chr.	9 Orchard Park Drive	(99)	2005		
Robert A. Brown	37 Susan Drive	(92)	2004		
Vacancy		()	2005		
Vacancy		()	2005		
Mary E. Becker	126 Charles Street	(00)	2006		
David Williams	258 Haverhill Street	(03)	2004		

Substance Abuse Prevention Advisory Council	11	3 yrs.			BOS
William Carrick	239 West Street	(97)	2005		
Lisa DiTrapano	15 B Street	(02)	2005		
Sandra J. Michaud, V. Chr.	37 Estate Lane	(94)	2004		
Mark Staniul	32 Benton Circle	(03)	2005		
Vacancy		()	2006		
Vacancy		()	2005		
Karen Storti, Chairman	31 Green St. Apt. 8	(01)	2004		
Dale Marie Merrill	175 Franklin Street	(97)	2004		
Matt Edson	15 Union Street	(03)	2004		
Robert A. Brown, Secretary	37 Susan Drive	(02)	2006		
Vacancy		()	2006		

Telecommunications and Technology Advisory Committee	5	3 yrs.			BOS
William F. O'Halloran, Chr.	20 Dean Road	(02)	2004		
Douglas Cowell	958 Main St.	(99)	2005		
Domenic J. LaCava	38 Francis Drive	(02)	2005		
James Keigley	3 Pilgrim Road	(02)	2004		
Tom Mottl	93 Oak Street	(03)	2006		
John Greichen (Associate)	22 Dudley Street	(03)	2004		

Town Forest Committee	3	3 yrs.			BOS
George B. Perry, II, Chairman	230 Franklin Street	(76)	2006		
Louis deBrigard	37 Auburn Street	(02)	2005		
Benjamin E. Nichols, Secretary	25 Avon Street	(77)	2004		
Thomas W. Connery	101 Beaver Road	(03)	2004		

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Water & Sewer Advisory Committee	5	3 yrs.			BOS
Stephen L. Crook, Sec.	137 Pleasant Street	(01)	2006		
Richard J. Moore, Chairman	5 Elm Street	(94)	2005		
John Wood	213 Pleasant St.	(02)	2004		
Steve Oston	66 Sturgis Road	(01)	2004		
Robert Salter	247 Summer Ave.	(99)	2005		

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